TOWN OF WESTFORD ANNUAL REPORT



FOR THE YEAR 1981



WALLACE E. MACQUARRIE

EXECUTIVE SECRETARY

BOARD OF SELECTMEN

1976-1981

He set an example for many through his hard work, integrity and devotion to the best interests and good name of the Town of Westford

ANNUAL REPORTS of the TOWN OF WESTFORD

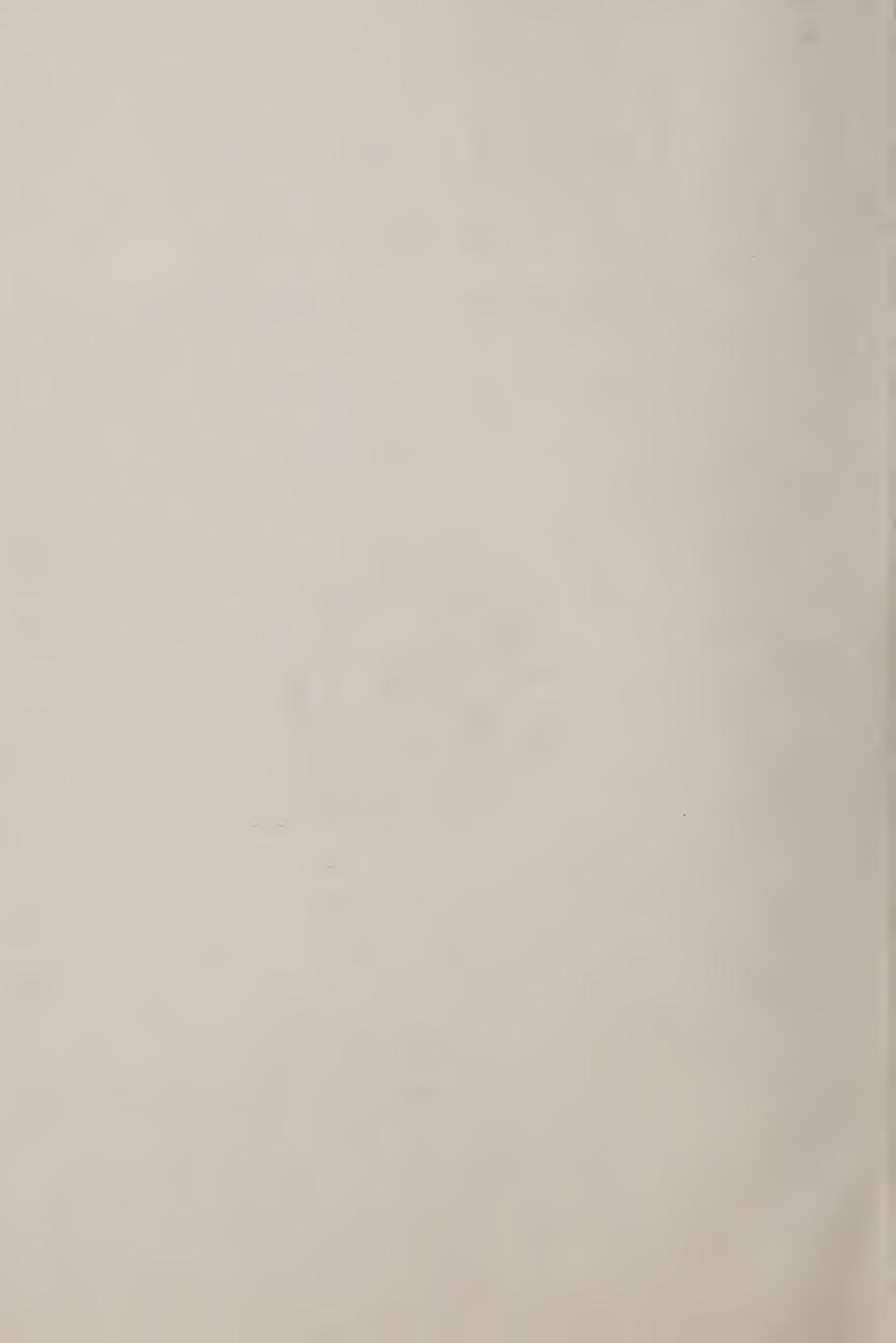
For the Year Ending December 31,

1981



Annual Town Election
To Be Held May 4

AND
Annual Town Meeting
To Be Held May 8



TOWN OF WESTFORD

CITIZENS ACTIVITY RECORD

Good Government Starts With You

If you are interested in service on a town committee, please

fill out this form and mail to the Executive Secretary, Board of Selectmen, Town Hall, Westford, Mass., 01886. The filling out of this form in no way assures appointment. All committee vacancies will be filled by citizens deemed most qualified to serve in a particular capacity. Date..... Name..... Home Telephone..... Amount of Time Available...... Present Business Affiliation and Work............. Business Experience...... Education or Special Training...... Date Appointed Town Office Hold Term Expired

TOWN CALENDAR

APPEALS, BOARD OF -	Monthly on Thursday, 8:00 P.M.
ASSESSORS, BOARD OF -	Each Tuesday of the month, 7:30
	P.M. Town Hall
BUILDING INSPECTOR -	Each Tuesday of the month, 7:00 -
	9:00 P.M. and Thursday, 6:00-7:30
	P.M. Town Hall
CAPITAL OUTLAY -	Third Monday of the month, 7:45P.M.
CEMETERY DEPARTMENT -	First Saturday of the month 10:A.M.
CONSERVATION -	Second and fourth Wednesday of the
COMMISSION	month 7:30 P.M.
COUNCIL ON AGING -	First Wednesday of the month, 3:30
FINANCE COMMITTEE -	As posted
HEALTH, BOARD OF -	Second Monday of each month
	7:00 P.M. Town Hall
HOUSING AUTHORITY -	Second Thursday of the month 7:30
	Elderly Housing Community Building
NASHOBA VALLEY TECH -	Alternate Tuesdays, 7:30 P.M.
HIGH SCHOOL COMM	
PLANNING BOARD -	First and third Tuesday of the
	month 7:30 P.M. Town Hall
RECREATION COMMISSION-	Second and fourth Monday of the
	month 8:00 P.M. Town Hall
	First Monday of the month at
CENTER COMMITTEE	center, 7:30 P.M.
SCHOOL COMMITTEE -	Second and fourth Monday of the
	month, 7:30 P.M.
SELECTMEN -	Each Tuesday of the month, 7:30
	P.M. Town Hall
mniidanne T T	(summer months every other Tuesday)
· · · · · · · · · · · · · · · · · · ·	First Monday of the month 8:00P.M.
FLETCHER LIBRARY	Coond & Dought Manager of the
WATER COMMISSIONERS -	Second & Fourth Tuesday of the
	month 8:30P.M.Water Dept. Office

TOWN CALENDAR (cont.)

TOWN OFFICES

Open Monday through Friday: Town Hall
Assessors: 8:30 A.M.-12, Tues.7-9 P.M.
Cemetery: 8:45 A.M.-5 P.M.
Health, Board of: 1-4 P.M. Tuesday
Inspector's Office: 8:30 A.M.-4:30 P.M.
Permits issued between 9-11:30 A.M.
(includes, bldg, gas, wire and plumbing)
Selectmen: 8:45 A.M.-12,1-4:45 P.M.
Treasurer/Tax Collector: 8:30-12,

12:30-4:30
Town Accountant: 9:00 A.M.-4:00P.M.

Town Accountant: 9:00 A.M.-4:00P.M.

Town Aide: 9:00 A.M. - 3:00 P.M.

Town Clerk: 9:30 A.M.- 5:00 P.M.

Water Dept: 8;00 A.M. -12,12:30-4;00

SANITARY LANDFILL - Cold Spring Road:

Monday, Thursday, Friday, 7;00 A.M.-3P.M. Wednesday & Saturday 9:00 A.M.-5:00 P.M. Tuesday - Closed (except when Monday is a holiday, then the dump is closed Mon. and open Tuesday.)

OFFICERS OF THE TOWN OF WESTFORD

TOWN CLERK

Bette R. Hook

Term expires May 1984

SELECTMEN

Dennis E. Jewett	Term	expires	May	1982
Richard S. Emmet, Jr. Chm.	Term	expires	May	1983
John A. Flavell	Term	expires	May	1983
Thomas E. Borden	Term	expires	May	1984
Ronald H. Johnson	Term	expires	May	1984

ASSESSORS

Irene Szylvian	Term expires N	May 1982
Janis Ackerman, Chairman	Term expires N	May 1983
Judith A. McEnaney	Term expires N	May 1984

TREASURER-COLLECTOR

Paula Brule Term expires May 1983

SCHOOL COMMITTEE

Mary Caless, Chairman	Term	expires	May	1982
John J. Kavanaugh	Term	expires	May	1982
Joan O'Brien	Term	expires	May	1982
Donald Bradanese	Term	expires	May	1983
George Murray	Term	expires	May	1983
Douglas Keele	Term	expires	May	1984
Mary Trubey	Term	expires	May	1984

NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT COMMITTEE

Charlotte Scott

Cecile R. Stefanski

Kevin F. Finnegan (Alt.)

Term expires April 1984

Term expires April 1984

HOUSING AUTHORITY

Reginald Blowey, Chairman

Felix Perreault (appointed)

William MacMillan

Edith Lowney, Ex.Dir.)

Term expires May 1982

Term expires May 1983

Term expires Aug. 1983

Term expires Aug. 1984

Term expires May 1984

Term expires May 1984

Term expires May 1984

BOARD OF HEALTH

Thomas McLaughlin. Term expires May 1982
Mark Mulligan Term expires May 1983
Charles Colburn, M.D.Chm. Term expires May 1984
Dorothy Healy, R.N. Clerk

WATER COMMISSIONERS

Harvey J. Cote

Carlton M. Rooks

Term expires May 1982

Term expires May 1983

Walter W. Gerlach

Term expires May 1984

MODERATOR

William Kavanagh Term expires May 1984

PLANNING BOARD

Clint Ackerman Term expires May 1982
Paul Davies Term expires May 1983
Leslie A. Thomas Term expires May 1984
Denis Maguire Term expires May 1985
Vito Andreliunas Term expires May 1986

TREE WARDEN

Roger Melancon

Term expires May 1983

CEMETERY COMMISSIONERS

Brian Vaughn Term expires May 1982
Clayton Dearth Term expires May 1983
Gordon Seavey Term expires May 1984

TRUSTEES OF J.V.FLETCHER LIBRARY

James L. Healy, Jr.

Richard T. Joy

Dorothy M. Swanson, Chairman

Nancy Russo

Lisa D. Dagdigian

Mary Ann Finnegan

Term expires May 1982

Term expires May 1983

Term expires May 1983

Term expires May 1984

LIBRARIAN

Appointed by Trustees Francesca L. Denton

FINANCE COMMITTEE

Daniel Hanley Mary Massicotte
Howard P.Kelly, Chairman Read Albright
James Conlin David Earl
Harold Schrieber Mary Morton, Clerk

APPOINTMENTS BY THE BOARD

OF HEALTH

Chairman

Vice-Chairman

Secretary

Agent to issue burial permits

Asst.Agent

Clerk

Inspector of Animals-Dogs

Charles Colburn, M.D.

Mark W. Mulligan

Thomas McLaughlin

Bette Hook

James Healy

Dorothy A. Healy, R.N.

William C. MacMillan

Inspector of Animals-Farm Animals George Fletcher Inspector of Stables Agent to pick up dead animals Inspector of Wells Asst. Inspector of Wells

William C. MacMillan Albert H. Picking John LaFond, Jr. Kenneth Kleynan

The following Boards, Committees and Officers are appointed by the Board of Selectmen:

TOWN ACCOUNTANT

Robert Earnshaw

EXECUTIVE SECRETARY

Paul F. Alphen

TOWN COUNSEL

John L. Connell, Jr.

SUPERINTENDENT OF STREETS

George W. Wyman

FIRE CHIEF

George P. Rogers

DOG OFFICER

William C. MacMillan

ASSISTANT DOG OFFICER

Dennis Courchaine

DIRECTOR OF VETERANS SERVICES

John A. Flavell

VETERANS' AGENT

Helena Crocker

BUILDING COMMISSIONER

Nicholas Basinas

ASSISTANT BUILDING COMMISSIONER

William C. MacMillan
Joseph A. Guthrie

GAS INSPECTOR

Chester H. Cook, Jr.

PLUMBING INSPECTOR

Kenneth Kleynan

WIRE INSPECTOR

Dennis P. Kane

CIVIL DEFENSE DIRECTOR

Harold H. Hoover

AGENT FOR BURIAL OF DECEASED SOLDIERS

James L. Healy

NMAC

Richard S. Emmet, Jr. Richard Cooper, Alt.

BOARD OF APPEALS

John Preston	Term expires	June	1982
Ronald Nolin	Term expires	June	1982
Mark Scolnick	Term expires	June	1984
John Yetman	Term expires	June	1985
John Cadigan (Associate Member)	Term expires	June	1985
Daniel Pioli	Term expires	June	1 3 8 6
Elaine Olden Clerk			

Willis E. Buckingham (Assoc) Term expires June 1985

REGISTRARS OF VOTERS

Wilbert L. Vaughn Term expires June 1982 William R. Healy Term expires June 1983 Leon P. Blanchard Term expires June 1984

REGISTRARS' CLERK EX OFFICIO

Bette Hook

CAPITAL OUTLAY COMMITTEE

John Fridrick	Term	expires	June	1982
Margaret Roberts	Term	expires	June	1982
Jerry Berkowitz	Term	expires	June	1982
John Cadigan	Term	expires	June	1983
Steven Boudreau	Term	expires	June	1983
Wayne R. Chase	Term	expires	June	1983
Donald Koski	Term	expires	June	1984
Karl P. Fagans, Chairman	Term	expires	June	1984
Robert J. Fagan	Term	expires	June	1984

RECREATION COMMISSION

William Barnet Thomas O. Stiling Mary Hill William M. Bryant Donald Porteous John Krebs, Chairman Paul Murray Dianne Zegowitz John VanLeeuwen

SEWERAGE ADVISORY COMMITTEE

Peter Thortensen Richard Lewis Richard Cooper

CONSERVATION COMMISSION

Arnold O'Brien Term expires June 1982 William R. McClellan Term expires June 1982 Patricia Loring, Chairman Term expires June 1983 Term expires June 1983 Richard Cooper Term expires June 1983 Marlene Mallory Term expires June 1984 Chester Cook Louis Oliver Term expires June 1984

Mary Morton, Clerk

SPECIAL TOWN FOREST COMMITTEE

Term expires June 1982 Carlton M. Rooks Daniel Provost Term expires June 1982 Term expires June 1983 Roger Melancon

DEVELOPMENT AND INDUSTRIAL COMMISSION

Chester Cook, Jr.	Term	expires	June	1982
Howard Hall, Chairman	Term	expires	June	1982
Roger Parent	Term	expires	June	1982
Nicholas Basinas	Term	expires	June	1983
James Cunha	Term	expires	June	1983
J. Frank Strauss	Term	expires	June	1984
Mark J. Scolnick	Term	expires	June	1984

PERSONNEL BOARD

Richard Koester,	Chairman	Term	expires	June	1982
Roberta Gi∈se		Term	expires	June	1982
Avis Hooper		Term	expires	June	1983
Robert Tierney		Term	expires	June	1983
Thomas Cullen		Term	expires	June	1984

COUNCIL ON AGING

Helena Crocker	Term	expires	June	1982
Veronica Sullivan	Term	expires	June	1982
Cecilia Healy	Term	expires	June	1983

Carl G. Lyman, Chairman
Horace Wyman

Term expires June 1984
Term expires June 1984

HISTORICAL DISTRICT STUDY COMMITTEE

Marilyn Breton Term expires June 1982 Paul Davies Term expires June 1982 Alex Belida Term expires June 1982 Term expires June 1983 Josephine Connell A. Justin McCarthy Term expires June 1983 Term expires June 1984 Elizabeth Shaw Term expires June 1984 Judy Gizara Term expires June 1984 Sally Benedict

HOUSE NUMBERING COMMITTEE

Norman K. Nesmith

SEALERS OF WEIGHTS & MEASURES

Huntington Wells

WEIGHERS OF GENERAL COMMODITIES

Paul V. Gilinson, Jr.

Donald MacMillan

Brian Fancy

Daniel Brady

Robert Nardone

Anthony Nardone

James Nardone

Albert Nardone

WEIGHERS OF GRANITE

Robert H. Bell

Gloria Brown

Edward Chouinard

Gloria Gauthier

John J. Laird

Roger L. Masson

Joseph H.R.Simard

Elizabeth Witts

Cynthia Trudell

MEASURERS OF WOOD AND BARK

Chester Caless

John A. Kimball

Stanley M. Kimball

Roger Melancon

FENCE VIEWERS

Albert H. G. Picking Charles VanLandeghem

FIELD DRIVERS

Thomas Holmes Frank Vennard Arnold Wilder

TOWN COMMON & MONUMENTS

George W. Wyman

CUSTODIAN OF TOWN HALL

Carlton M. Rooks

HISTORICAL COMMISSION

Florian Woitowicz	Term	expires	June	1982
Edward Chambers, Jr.	Term	expires	June	1982
Bernice Picking	Term	expires	June	1983
William Collins	Term	expires	June	1983
Elizabeth R. Shaw, Chairman	Term	expires	June	1983
Arnold Wilder	Term	expires	June	1984
Robert S. Jeffries	Term	expires	June	1984

COUNCIL FOR CHILDREN

Joan O'Brien

REGIONAL TRANSPORTATION AUTHORITY

Avis Hooper

SELECTMEN REPRESENTATIVE TO BOARD OF DIRECTORS OF COMMUNITY TEAMWORK, INC.

Helena Crocker

COMMUNITY CENTER COMMITTEE

Ellen Harde	Term	expires	June	1982
Dana Atkinson	Term	expires	June	1982
Alden F. Wood	Term	expires	June	1982
Albert J. Russo	Term	expires	June	1982
Richard J. Hoebeke	Term	expires	June	1982
Mary Jo Cassidy	Term	expires	June	1982
Joan Shelvey	Term	expires	June	1983
Barbara Landino	Term	expires	June	1983
George Pomeroy, Director	Term	expires	June	1983
Margaret A. Martinson	Term	expires	June	1983
Barbara Murphy, Clerk				

MOSQUITO ADVISORY COMMITTEE

John Gagnon
Robert Armstrong
Barbara Aranyi
David Bosman
Mark Mulligan

HUD GRANT PROJECT ADVISORY BOARD

Reginald Blowey Charles Barnard
Elizabeth Shaw Nicholas Basinas

FORGE VILLAGE HUD GRANT ADVISORY BOARD

Mary E. Smith, Chairman Williams Collins
Felix Perreault, Vice Chairman Arthur Pellerin
Helen Drolet Steven Sczylvian
Jeff Hall

COMPUTER STUDY COMMITTEE

Robert Shuckhart
Don Pacini

David Leney
Judy McEnaney

ENERGY COORDINATOR

Gerald F. Culbert

HAZARDOUS MATERIALS ADVISORY COMMITTEE

Claire Thompson	Term expires	June	1982
Richard Cooper	Term expires	June	1982
Charles Menzie	Term expires	June	1982
Barbara White	Term expires	June	1982
Dennis R. Lawler	Term expires	June	1982
Robert Baxter	Term expires	June	1982

STUDY COMMITTEE FOR AQUIFER BY LAW

Tom Borden	Term	expires	June	1982
Charles S. Landino	Term	expires	June	1982
John L. Fultz	Term	expires	June	1982
Warren R. Palmer, Jr.	Term	expires	June	1982
Arnold O'Brien	Term	expires	June	1982
Vyto Andreliunas	Term	expires	June	1982
Pat Loring	Term	expires	June	1982
Harold Fletcher	Term	expires	June	1982

CABLE TV COMMITTEE

Roger Parent	Term	expires	June	1982
Steven Boudreau	Term	expires	June	1982
Christopher Bradley	Term	expires	June	1982
Gary D. Sullivan, Ch.	Term	expires	June	1982
Kenneth J. Dwyer II	Term	expires	June	1982
Leo G. Dunn	Term	expires	June	1982

REPORT OF THE TOWN ACCOUNTANT

In accordance with the requirements of the General Laws, there is submitted herewith the Annual Report of the Town Accountant. The Accountant's records are open for the public.

Robert Earnshaw Town Accountant

RECEIPTS - JULY 1, 1980 - JUNE 30, 1981

			•
Taxes:			
Personal Property			
Prior Years	14,795.85		
Current Year	374,368.09	389,163.94	
Real Estate			
Prior Years	188,986:49		
Current Year	6,317,443.11	6,506,429.60	
Motor Vehicle Excise			
Prior Years	293,815,13		
	The state of the s	4.04 210 20	
Current Year	192,495.16	486,310.29	
Classified Forest Land	d	249.60	
Street Betterments			
Prior Years	175.82		
Current Year	15,261.60	15,437.42	
		, , , , , , ,	
Committed Interest			
Prior Years	145.50		
Current Year	1,619.48	1,764.98	
Tax Titles		5,341.94	7,404,697.77
Til and a suit Daniel to a			
Licenses and Permits:		12 0/0 00	
Liquor Licenses		12,040.00	
Miscellaneous License			
Common Victualler	5,655.00		
Sunday Entertainmen			
Ice Cream	1,240.00		
Class II - 2nd Hand	Cars 90.00		
Class III - Junk Ca	rs 200.00		
Sewerage Permits	80.00		
Bd. of Health Permi	ts 169.00		
Stable Permits	55.00		
Auction & Raffle Pe			
Application Fees	100.00		
Firearms-Permits to			
Firearms-Permits to	4		
Firearms-Permits to			
and Sell	25.00		
Gasoline Storage Pe	rmits 15.00		

Miscellaneous Licenses (Co	nt'd)		
Fire Dept. Permits	21.00		
Gravel Permit	500.00	9,136.00	21,176.00
Court Fines		70,060.98	
Board of Appeals Hearings		920.00	
Planning Board Fees		4,374.04	
Conservation Fees		300.00	75,655.02
Department Revenue:		710 /5	
Sale of Maps & By-Laws		719.45	
Public Telephone Commissio	n	418.71	
Personal Telephone Use		305.88	
Release Fees		24.00	
Resident Books		79.00	
Sanitary Landfill		595.99	
Recording Fees & Adv. Fees		285.38	
Roudenbush Comm. Cntr.		12,504.81	
Bike Auction		371.25	
Beach Tags		9,049.31	24,353.78
D 111 0 C .			
Public Safety:		1 506 00	
Police Accident Reports		1,506.00	
Building Inspector		22,483.00	
State Building Inspector		365.00	
Gas Inspector		3,860.00	
Plumbing Inspector		6,240.00	
Wire Inspector		6,010.00	
Pump Inspector		1,136.00	
Well Inspector		1,057.50	
Sealer of Weights & Measur	es	373.80	// (07 00
Care and Destroy of Dogs		1,596.00	44,627.30
From Other Sources:			
Insurance Refund		4,147.28	
Rental of Town Equipment		25.00	
CETA - Workmen's Comp.		131.03	
HUD - Workmen's Comp.		624.00	
Overpayments & Refunds		2,142.16	
Group Insurance Refund		553.00	
Miscellaneous		197.59	7,820.06
MISCELLAMEOUS		157.35	7,020.00
Reimbursements:			
Wages		250.00	
Veterans' Benefits		1,211.86	
Land Court Fees		226.50	
Damage to Town Property		633.90	
Public Hearings		49.95	
Postage		176.95	2,549.16
3-			
Gifts:			
Gifts to Roudenbush Comm.	Cntr.	6,642.68	
250th Anniversary Celebrat	ion	236.11	

0.5. (01.1)			
Gifts (Cont'd)		100.00	6 070 70
Restoration Fire Statio	Π	100.00	6,978.79
Cemeteries:			
		/ 115 00	
Opening Graves Cemetery Foundations		4,115.00 250.00	
•		3,000.00	
Perpetual Care Sale of Lots		6,854.96	1/210 06
Sale of Lots		0,034.90	14,219.96
Grants from Government:			
School - PL 874			44,411.28
2 2 2 7 7			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Grants from State:			
Schools			
Title I Follow Thru	39,095.00		
Title I PL 89-313	3,400.00		
Title VI Part B	73,506.00		
Title I PL 94-482	12,634.00		
Title IVB PL 95-561	17,659.00		
Chap. 71 - Trans. of			
Pupils	100,748.00		
Chap. 71A - School Re	-		
lated Trans.	29,569.00		
	1,713,084.00		
Chap 645-School			
Construction	177,333.33		
Chap. 76-Tuition,			
State Wards	3,388.00	2,170,416.33	
Free Public Library	6,475.50		
Free Public Library Highway Fund	55,750.00		
Veterans' Benefits	6,401.13		
Clause 22 - Veterans	2,100.00		
Clause 17 - Widows	612.50		
Clause 37 - Blind Persons			
Clause 41 - Elderly Perso			
Chap. 58 - Loss of Taxes	141.10		
Local Aid Fund	234,493.00		
Lottery	121,087.00		
Arts & Humanities	392.00		
Environmental Affairs	3,000.00		
County Dog Taxes	2,981.30		
Highway Constr. & Maint.	72,198.00		
Highway Safety Fund	3,875.00	528,406.24	2,698,822.57
School Department:	00 /11 00		
Cafeteria - State	22,411.22		
Cafeteria - Federal	96,131.80		
Cafeteria Receipts	218,977.34		
School Refunds	36,824.55	270 0/0 21	
Cafeteria Reimb.	5,495.30	379,840.21	
Athletics and Band		6,039.60	385,879.81
			,

Custodial Extra Detail Revolving	4,300.78	
Police Extra Detail Revolving	37,614.26	
Library Memorial Book Fund	319.50	42,234.54
Library Memorial book Fund	317.30	72,257.57
Treasurer:		
		5,520.00
Municipal Liens		3,320.00
TT-A - De la terra de		
Water Department	262 652 15	
Rates	263,452.15	
Service & Misc.	9,517.35	
Interest Charges	541.15	
Guar. Deposits for Services	38,663.40	
Guarentee Extensions	37,589.92	349,763.97
Interest Received:		
Deferred Taxes 34,893.80		
Excise Taxes 10,713.06		
Investments 51,112.94		
	101 545 00	
Deposits <u>4,826.08</u>	101,545.88	
0. 1./1/	22 1/0 20	100 605 17
Stabilization Fund	22,149.29	123,695.17
A		
Agency & Trust:		
Payroll Deductions		
Federal Withholding 1,026,692.63		
State Withholding 324,697.65		
County Retirement 102,171.24		
Chap. 32B - Employee 142,974.09		
Chap. 32B - Town 1,072.23		
United Fund 2,102.66		
Family Funding 354.68		
	1 600 006 10	
Cafeteria Meal Tax 263.21	1,602,036.13	
Dog Ideering	4 461 25	1,606,497.48
Dog Licenses	4,461.35	1,000,497.40
Loans Issued:		
	20 000 00	
Oak Road Improvement	20,000.00	07 555 00
Water Mains - Oak Rd. Ext.	7,555.00	27,555.00
Trust Accounts:		
Library - All Purpose Fund	1,964.92	
Library - Book Trust Fund	499.00	
Library - Lecture Fund	1,745.20	
Perpetual Care Cemetery Fund	14,000.00	
Fletcher Cemetery Fund	31.04	18,240.16
- zeremer cometery rama	32104	10,240.10
Tax Anticipation Loans		5,500,000.00
Tax Micreipation Boans		2,200,000.00
Revenue Cash Investments		/ 300 000 00
Revenue Gasii Investments		4,300,000.00
Revenue Charina Fund	225 062 00	
Revenue Sharing Fund Interest	225,062.00	226 /72 01
Revenue Sharing Fund Interest	1,411.81	226,473.81

Anti Recession Fund Interest	25.06
Total Receipts Cash Balance 7/1/80 Revenue Sharing 7/1/80 Anti Recession 7/1/80	22,931,196.69 424,199.89 1,778.62 661.45
	23,357,836.65

EXPENDITURES

July 1, 1980 - June 30, 1981

General Government		
Selectmen		
Salaries	4,900.00	
Office Salaries & Wages	20,786.00	
Expenses	7,919.11	
Furniture	322.96	
Energy Coordinator	142.94	34,071.01
28)		· ,, · , · . · . · .
Town Accountant		
Salaries & Wages	16,823.79	
Expenses	1,001.27	
Audit Expense	6,800.00	24,625.06
		,
Treasurer/Collector		
Salaries & Wages	45,394.43	
Expenses	16,261.08	
Calculator	149.00	
Interest on Temporary		
Loans	48,118.46	109,922.97
Assessors		
Salaries & Wages	45,265.59	
Expenses	10,107.52	
Taxable Property		
Appraisal	28,888.80	84,261.91
Town Aide		
Salary	10,074.00	
Expenses	1,230.00	
Air Conditioner	450.00	11,754.00
Town Counsel	00 000 00	
Salary	22,083.00	00 000 00
Expenses	7,000.00	29,083.00
m 011-		
Town Clerk	0 000 00	
Salary	8,929.00	
Wages	12,564.11	00 760 11
Expenses	2,275.00	23,768.11
Flooties & Postetmeties		
Election & Registration Salaries	12 /01 12	
Expenses	13,401.13	19 070 67
Expenses	5,569.54	18,970.67
Municipal Buildings		
Town Hall		
Salary	4,517.00	
Expenses	12,583.96	17,100.96
ponoco		17,100.70

Municipal Buildi				
New Civil De	fense Offi	ce	365.00	
D-14/E4	Vadatanana		10 200 27	
Police/Fire	maintenance	е	19,398.24	
Planning Board				
Salary		1,942.71		
Expenses		1,212.06		
Engineering Fe	es	5,275.00		
Furniture	.00	705.00	9,134.77	
	-		,,,	
Conservation Com	mission			
Salary		848.54		
Expenses		2,199.58	3,048.12	
&	-			
Board of Appeals				
Salary		400.00		
Expenses		289.51	689.51	
	•			
Finance Committe	e			
Salary		511.56		
Expenses	_	148.88	660.44	
CETA			269.83	
House Numbering	Committee		400.00	
Capital Outlay C	Committee		42.98	
Council On Aging			4,770.00	
Homemaking Servi			637.00	
Retired Senior V		rogram	300.00	
Lowell Mental He			3,000.00	
Merrimack Valley		vices	600.00	
Licenses & Legal	Ads		693.18	
NMAC			2,850.00	
m . 1 0 1 0				100 /16 76
Total General Gove	rnment			400,416.76
Public Safety				
dolle balety				
Police Departmen	it			
Salaries & Wag		73,868.00		
Expenses		97,963.07		
Cruisers		27,017.00		
Radar		995.00		
Street Marking	Paint	1,500.00		
Cruiser Shield		600.00		
Typewriter		479.00		
Portable Radio	S	3,781.00		
Photo Storage		322,00	706,525,07	
Fire Department				
Salaries				
Fire Chief		19,993.00		
Firemen		28,042.00		
Firemen Stan	dby	9,650.00		

Fire Department (Cont'd)			
Clerical	2,179.00		
EMT	3,600.00		
Ambulance	8,107.68		
Switchboard	14,145.00	85,716.68	
		, ,	
Expenses			
General	37,999.13		
Pocket Pagers	14,341.10	52,340.23	
•			
Dog Officer			
Salary	12,520.00		
Assistant	1,217.80		
Expenses	3,890.44		
Car	6,383.70	24,011.94	
Inspectors			
Bldg. Inspector			
Salaries	16,516.00		
State Bldg. Inspections	1,600.00		
Bldg. Insp. Clerical	11,370.00		
Plumbing Inspector	4,792.00		
Wire Inspector	4,400.00		
Gas Inspector	3,016.00		
Expenses	3,825,89		
Calculator	100.00		
Typewriter	500.00		
Furniture	- 628.00	46,747.89	
		•	
Tree Department			
General	10,225.95		
New Trees	2,000.00		
Dutch Elm Disease	2,816.60		
Insect Pest Control	2,720.97	17,763.52	
Civil Defense		1,123.65	
Sealer of Weights & Measu	res	705.00	
Total Public Safety			934,933.98
Hoolth Donautmont			
Health Department Salaries		1 650 00	
		1,650.00	
General Expenses		708.04	
Drug Rehabilitation Progra	am	9,701.00	
Nashoba Board of Health		39,788.00	
Animal Inspector		450.00	
Stable Inspector	-1-	350.00	
Agent to Remove Dead Anim	als	864.00	
Nursing Services		4,494.15	
Pump & Well Inspector		1,704.00	
Total Health Department			59,709.19
and the second of the second s			22,702,13

Highway Department		
Street Lights	47,019.83	
Snow & Ice Removal	184,589.47	
Town Roads	107,793.00	
Drainage	18,037.15	
Street Signs	3,397.97	
Sidewalks	1,107.00	
Parks	25,262.99	
Machinery & Equipment	45,272.13	
Materials & Resurfacing	59,586.00	
Sanitary Landfill	51,372.04	
Dump Truck	28,720.98	
Street Sweeper	46,441.00	
Welder	1,305.00	
	_	
Chap. 90 Construction	20,130.81	
Westford Village Estates	11,159.20	
Oak Road Improvements	19,997.53	
Total Highway Department		671,192,10
		, , , , , , , , , , , , , , , , , , , ,
Water Department		
Salaries & Wages	110,562.59	
General Supplies	96,821.51	
Pipe & Supplies	29,178.03	
Water Mains	45,749.94	
Guaranteed Extensions	36,773.06	
Oddz directa Directio Zolio	30,773.00	
Total Water Department		319,085.13
Total Water Department		319,085.13
Total Water Department Cemetery Department		319,085.13
	16,628.59	319,085.13
Cemetery Department	16,628.59 7,604.02	319,085.13
Cemetery Department Salaries & Wages		319,085.13
Cemetery Department Salaries & Wages Expenses Truck Repair	7,604.02	319,085.13
Cemetery Department Salaries & Wages Expenses	7,604.02 544.36	319,085.13
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor	7,604.02 544.36 39,95 190.00	319,085.13
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer	7,604.02 544.36 39.95 190.00 199.95	319,085.13
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair	7,604.02 544.36 39.95 190.00 199.95 245.00	319,085.13
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer	7,604.02 544.36 39.95 190.00 199.95	319,085.13
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair	7,604.02 544.36 39.95 190.00 199.95 245.00	26,055.87
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department	7,604.02 544.36 39.95 190.00 199.95 245.00	
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department School Department	7,604.02 544.36 39.95 190.00 199.95 245.00	
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department School Department (See School Report for Breakdown)	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00	
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department (See School Report for Breakdown) Operational	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00	
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department School Department (See School Report for Breakdown)	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00 6,473,616.98 348,099.52	
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department (See School Report for Breakdown) Operational	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00 6,473,616.98 348,099.52 53,527.82	
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department (See School Report for Breakdown) Operational Cafeteria	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00 6,473,616.98 348,099.52	
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department (See School Report for Breakdown) Operational Cafeteria Athletics & Band	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00 6,473,616.98 348,099.52 53,527.82	
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department School Department (See School Report for Breakdown) Operational Cafeteria Athletics & Band Federal Grants Nashoba Tech. High School	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00 6,473,616.98 348,099.52 53,527.82 145,708.39	26,055.87
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department (See School Report for Breakdown) Operational Cafeteria Athletics & Band Federal Grants	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00 6,473,616.98 348,099.52 53,527.82 145,708.39	
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department (See School Report for Breakdown) Operational Cafeteria Athletics & Band Federal Grants Nashoba Tech. High School Total School Department	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00 6,473,616.98 348,099.52 53,527.82 145,708.39	26,055.87
Cemetery Department Salaries & Wages Expenses Truck Repair Rider Mower Repair Electric Generator Motor Edge Trimmer Loam Sifter Repair Fence Total Cemetery Department School Department (See School Report for Breakdown) Operational Cafeteria Athletics & Band Federal Grants Nashoba Tech. High School	7,604.02 544.36 39.95 190.00 199.95 245.00 604.00 6,473,616.98 348,099.52 53,527.82 145,708.39	26,055.87

Library (Cont'd) Expenses Fire/Security Alarm System Restroom Repairs Heating System Upgrade Insulation & Weather Stripping Trust Funds Library Grant	43,259.52 5,762.58 500.00 3,960.00 3,612.78 4,220.12 3.60	
Total Library		161,774.79
Parks & Recreation		
Recreation Department Salaries & Wages 18,314.01 Expenses 27,195.61 Fencing 1,731.20		
Bldg. Repair - Parker		
Village 940.87 Restrooms-Graniteville 3,474.66 Soccor Goal Post Repair 480.00		
Edwards Beach Purchase 88,750.00 IntEdwards Beach Pur. 3,574.20	144,460.55	
Roudenbush Community Center Salaries & Wages 29,727.69 Expenses 15,613.27 Exterior Bldg. Repair 35,290.00	80,630.96	
Total Parks & Recreation		225.091.51
Total Parks & Recreation		225,091.51
Veterans' Services	2 204 00	225,091.51
Veterans' Services Salary	2,396.00	225,091.51
Veterans' Services	2,396.00 1,155.00 28,646.16	225,091.51
Veterans' Services Salary Expenses	1,155.00	225,091.51 32,197.16
Veterans' Services Salary Expenses Benefits	1,155.00	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance	1,155.00 28,646.16 91,919.45	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions	1,155.00 28,646.16 91,919.45 17,796.23	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports Memorial Day	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56 1,000.00	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports Memorial Day Veterans' Quarters	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56 1,000.00 900.00	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports Memorial Day Veterans' Quarters Engineering Study-Stony Brook Bridge	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56 1,000.00 900.00 600.00	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports Memorial Day Veterans' Quarters	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56 1,000.00 900.00	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports Memorial Day Veterans' Quarters Engineering Study-Stony Brook Bridge Eng. Eval Septage Dump Area	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56 1,000.00 900.00 600.00 6,504.29 400.00 101.54	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports Memorial Day Veterans' Quarters Engineering Study-Stony Brook Bridge Eng. Eval Septage Dump Area Sanitary Landfill Improvements	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56 1,000.00 900.00 600.00 6,504.29 400.00	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports Memorial Day Veterans' Quarters Engineering Study-Stony Brook Bridge Eng. Eval Septage Dump Area Sanitary Landfill Improvements Restoration Fire Station	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56 1,000.00 900.00 600.00 6,504.29 400.00 101.54	
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports Memorial Day Veterans' Quarters Engineering Study-Stony Brook Bridge Eng. Eval Septage Dump Area Sanitary Landfill Improvements Restoration Fire Station Group Insurance	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56 1,000.00 900.00 600.00 6,504.29 400.00 101.54	32,197.16
Veterans' Services Salary Expenses Benefits Total Veterans' Services Unclassified Town Insurance Unemployment Contributions Town Reports Memorial Day Veterans' Quarters Engineering Study-Stony Brook Bridge Eng. Eval Septage Dump Area Sanitary Landfill Improvements Restoration Fire Station Group Insurance Total Unclassified	1,155.00 28,646.16 91,919.45 17,796.23 4,235.56 1,000.00 900.00 600.00 6,504.29 400.00 101.54	32,197.16

Agency Trust & Invest: State Withholding T Retirement Fund Group Insurance United Fund Family Funding Tax Annuity Meal Tax Perpetual Care Sale of Lots Police - Extra Deta Custodian - Extra D Library Memorial County Dog Licenses	i.l	336,077.93 111,324.71 157,508.78 2,407.00 364.08 1,637.54 263.21 2,600.00 1,600.00 39,985.05 4,312.79 192.24 4,465.00	
Total Agency Trust &	Investments		5,527,135.67
State & County Assess County Tax M.V. Excise Tax Bil Pollution Control State Parks Mosquito Control Regional Transit Au	ls	217,321.33 1,930.06 1,863.88 60,041.28 21,864.90 5,501.00	
Total State & County	Assessments		308,522,45
Refunds Taxes M.V. Excise Taxes Street Betterments Water		43,803.97 14,515,59 608.49 357.25	
Total Refunds			59,285.30
Accounts Closed to Conservation Trust Fu	nd		1,831.82
Tax Anticipation Loan	S		5,500,000.00
Contributory Retirement Court Judgment Principal & Interest			179,123.00 2,666.00 632,754.60
	Total Payments Balance End of Year Revenue Sharing Bal Anti Recession Bala Stabilization Fund	lance ance	22,713,338.98 354,388.11 113,836.43 30.51 176,242.62
			23,357,836.65

HUD GRANT - GRANITEVILLE

Balance - July 1, 1980		2,794.27
Receipts from Grant	281,000.00	
Interest Received Reimbursements	7,837.70 97.57	288,935.27 291,729.54
Expenditures		198,604.43
Balance - June 30, 1981		93,125.11
THE ANALUS	- HODGE WITH AGE	
HUD GRANT	FORGE VILLAGE	
Receipts		5,000.00
Expenditures		1,387.25
Balance - June 30, 1981		3,612.75
DEA GRANT - C	COUNCIL ON AGING	
Receipts		1,800,00
Expenditures		1,777.97
Balance - June 30, 1981		22.03
DEA GRAN	NT - LIBRARY	
Receipts		400.00
Expenditures		350.00
Balance - June 30, 1981		50.00

TOWN OF WESTFORD BALANCE SHEET -- JUNE 30, 1981

GENERAL ACCOUNTS

		554,966.22	9,757.44		503.077.27	10,292,457.00
LIABILITIES AND RESERVES	905.50 s 195,561.43 t.111,681.95 363.78 811.73 11,376.00 h. 99.00 227,725.00	3,013,73		Collected 367,639.43 276.00 1,382.99	26,207.71 15,377.13 19,131.72 73.062.29	2
LABILITIES	LIABILITIES: Payroll Deductions Appropriation Balances 195,561.43 Overlay ResAbatement 111,681.95 State Assessments Pollution Control 363.78 State Parks Chapter 766 Regional Trans, Auth. 99.00 Loan AuthUnissued 2,445.00 State aid to Highways 227,725.00	Water Extensions Dog Licenses	Sale of Town Land	Revenue Reserved Until M.V. Excise Boat Excise Farm Animal Excise	Special Assessments Departmental Water Dept. Tax Title & Possess.	Control
	1,341,307,56		13,329,41	732,231.73	367,639,43	
ASSETS	354,388.11 113,836.43 30,51 72.03 18,125.11 3,612.75 75,000.00 600,000.00		9,221.49	216,333.29 515,898.44 291,152.66	76,486,77	25,864.55 343.16 19,131.72
AS	CASH: General Fed. Revenue Sharing Anti-Recession Fund DEA Grants HUD Grant-Graniteville HUD Cash Investments Revenue Cash Invest. Stabilization Fund	ACCOUNTS RECEIVABLE: Personal Property Taxes	Prior Years Current Year Real Estate Taxes	Prior Years Current Year M.V. Excise Taxes Prior Years	Other Receivables Farm Animal Exc. Tax	S th

52.42		39,556.57		427,681.56	1,372,529.90	13,200,078.38
13.63	1,629.21 690.74 354.84 7,791.89	Pu	22.03 50.00 113,836.43 30.51 93,125.11	176,242.62	1,230,201.54	
Trust Fund Income Library Cemetery	Revolving Accounts Police Extra Detail Custodian Extra Det; Memorial Book Fund Roudenbush Comm. Ctr.	School Athletics & Band Cemetery-Sale of Lots Fund Balances DEA Grant-	Council on Aging DEA Grant-Library Revenue Sharing Fund Anti-Recession Fund HUD-Graniteville HUD-Forge Village	Stabilization Fund Fed, Grants-Schools Surplus Revenue	water Dept. Overlay Surplus General E&D	
	619,832.46	13,653,54	9,987,717.00	1,303.53	4,759.38	13,200,078.38
Other Receivables (Cont'd.) Veterans' Benefits 14,829.45 Tax Titles 68,302.91	Revenue Sharing A/R 224,221,00 Stabilization FundA/R 29,633.00 State Aid to Hgwys. 227,725.00 Other Receivables	State & County Assessments County Taxes 1980-81 11,371,75 Mosquito Control 2,281.79 Payroll Deductions	Revenue 1981-82 Loans Auth-Issued Revolving Accounts	State Meal Tax Cemetery-Perpetual Care 1,302,50 Principal & Interest on Loan	Tax Possessions	

REPORT OF THE BOARD OF ASSESSORS

The Town of Westford has been undergoing revaluation during Fiscal Year 1981-82. The Board of Assessors was directed by a Special Town Meeting to re-hire the firm of System Technology Associates, Inc. to update and correct the 1980-81 revaluation figures which the Department of Revenue declared to be inaccurate.

In October 1981, the Department of Revenue reviewed Westford's new assessments and on November 18, notified the Town that residential and land values had met preliminary state certification standards; however, commercial and industrial values had to be redone.

Since the 100% revaluation of the Town was not completed in time for the November mailing of 1981-82 tax bills, the Board of Assessors sent estimated bills to all owners of real and personal property. These bills reflected one half of last year's taxes. When the revaluation has been completed by S.T.A., the second half of the tax bill will show the full and fair cash value of all real and personal property and the balance due for taxes for fiscal year 1981-82.

It is anticipated that with the completion of revaluation, the total value of the Town of Westford will greatly increase.

Board of Assessors

Janis Ackerman
J. A. McEnaney
Irene Szylvian

BIRTHS

Recorded by the Town Clerk - 1981

DATE	NAME	
Sep 8	Ablondi, John Edward	John J & Kathleen A (Barnes)
_	Anderson, Kerry Lynn	Robert A & Arleen F (Siteman)
May 3	Antunes, Christopher Stephen	Julio C & Juanita D (Valla)
Feb 23		Gregory H & Constance (Coletti)
	Baumgardner, Pamela Leigh	William B & Janis C (Baker)
Jun 21	Beebe, Stephen Branden	Willard W & Bonnie K (Hobbs)
Jan 2	Beeson, Jonathan Scott	John A & Florence (Gigliotti)
Sep 1	Berberian, Lisa Ann	Mark K & Linda A (Peters)
Apr 28	Bettencourt, Amy Jennifer	Blair F & Mary F (Daley)
Jul 27	Born, Giles Robert	James R & Jana P (Perry)
Jun 2	Burndrett, Robert Allan	Allan H & Joanne (Sullivan)
Sep 22	Butler, Robert Albert III	Robert A & Marian J (Faria)
Jan 13		Thomas H & Nancy F (Swanson)
Jun 1	Campbell, Hannah Page	Dana B & Pamela J (Hazell)
Jul 22		John C & Frances (Sherburne)
Oct 23	Carson, Jennifer Louise	Bruce R & Amy T (Doherty)
Apr 30	Cerrone, Rachel Ann	Robert A & Alice P (Kabana)
Oct 11	Coffin, Benjamin Ward	Christopher & Geraldine (Healy)
Jan 15	Condon, John Patrick	Robert E & Margery E (Rose)
Jun 9	Connell, Scott Michael	James B & Anne E (Bennett)
Aug 12	Cookson, Rachel Anne	John K & Rebecca (Waterhouse)
Apr 14	Cornish, Matthew William	David W & Vicki C (Larcombe)
Sep 24	Coyne, Molly Ann	John F & Lorraine K (Hanson)
Jan 11	Cronin, Bonnie Theresa	James B & Paula J (Belinski)
Jun 21	Crumrine, Maryn Lee	Robert N & Susan J (Tolman)
Apr 8	Cull, Jason Michael	Michael R & Darlene G (Putvain)
	Curry, Amanda	Dwight E & Joyce F (Plaskove)
Jan 29	Da Costa, Jason Joseph	Bruce J & Mariann E (Guldan)
Mar 18	Dalessandro, Cari Ann	Ralph D & Rita A (Gentz)
Jun 25	Davis, Jennifer Mary	Gary R & June M (Bowse)
Aug 6	Deane, Joshua James	Peter G & Tamara L (King)
Jun 6	Dearborn, Lee Hamilton Jr	Lee H & Anna M (Pasciuto)
Jun 6	Dearborn, Scott Derek	Lee H & Anna M (Pasciuto)
Jan 16	De Gregorio, Brett Alexander	Francis & Judith L (Sullivan)
Jun 14	de Jong, Marnie Elizabeth	Joannes N & Judith (Francavilla)
Aug 20	Demello, Jennifer Marie	Richard A & Claire B (Romano)
Feb 21	DeMone, James Carlton	Archibald J & Sandra L (Jones)
	Dennechuk, Katherine Rose	Peter & Linda A (Gannon)
Sep 3	Desrosiers, Amanda Nicole	David L & Susanna E (Callahan)
Jun 3		Robert C & Taeomi A (Martyn)
	Doyle, Geoffrey McKenzie	John P & Margaret H (Thomas)
May 11	Duffy, Jonathan Blackburn	James P & Deborah A (Doucette)
Sep 11		Julius K & Elizabeth A (Lee)
_	Eastburn, Lee Allen	Emil A & Karen E (Roberts)
Mar 23		John T & Linda L (Kilcoyne)
	Fadjo, Travis Daniel	Daniel L & Rebecca A (Hale)
Feb 24	Feher, Nelanie Clarissa	John F & Annie M (Laurie)
Feb 18	Felago, Anne Marie Elise	Richard T & Susan M (Stephens)

DATE NAME

W 0	Mildeller and Adam David A	David A O Transa T (Carana)
Mar 9	Fijalkowski, Adam David	David A & Joanne L (Cesarz)
Jan 11	Fisher, Kristin Clark	Robert A & Ellen (Clark)
Dec 22	Fleisher, John Campbell	John C & Anne S (Campbell)
Aug 25	Foye, Daniel Charles	Robert F & Cynthia L (Hodge)
Jun 29	Francois, Joshua James	Robert E & Linda K (Gaston)
May 5	Frechette, Nicole Simard	John A & Carol A (Simard)
Jan 8	Frye, Jason Roy	Robert A & Joyce L (Pennock)
Feb 21	Gaboury, David Bryson	David R & Mary E (Bryson)
Oct 26	Galipeau, Kevin Walker	Craig F & Sharon E (Haley)
Oct 13	Gendron, Brian Frederick	Brian G & Kathleen A (Donnelly)
Dec 6	Goddard, Christopher Robert	Robert A & Patricia J (Vaughan)
Jan 15	Gower, Jeffrey Roger	Francis E &-Nancy J (Brule)
May 10	Graham, Katherine Lynne	Michael H & Mary A (Curry)
Jun 5		n Thomas & Donalene (Haberman)
Aug 24	Halpin, Christopher Robert	Robert C & Mary E (Ferrante)
		John R & Susan (Whitty)
Oct 16	Hamalainen, Jeffrey John	
Jul 29	Hartounian, Alina	Vazgin & Jill (Freybourg)
Oct 9	Hassett, Erick Thomas	Gerald M & Ann C (Aylward)
Oct 12	Haven, John Peter	Victor E & Mary P (Skelly)
Feb 21	Held, Laura Elizabeth	Herman & Gail R (Litowsky)
Sep 28	Henry, Joseph Hanson	Stephen B & Mary Ann (Hanson)
Aug 8	Heslin, Margaret Terese	Francis D & Terese A (Lynady)
Jul 21	Howling, Stephanie Ann	Peter D & Lois M (Deschenes)
Sep 22	Jefferies, Rhiannon Leigh	Robert S & Ann B (Robbins)
_		Harry C & Geraldine (Anderson)
Sep 4	Johnson, Colleen Patricia	
Mar 10	Johnson, Elizabeth Catherine	Russell H & Mary L (Jennings)
Sep 26		Nicholas G & Leann M (Boudreau)
Mar 16	Kazeniac, Andrew James	Herbert J & Pamela R (Forty)
Jan 5	Kintigos, Garret	Arthur G & Denise L (Gagnon)
Mar 1	Kolesnik, Danielle Marie	John M & Debra (Hayes)
Jan 5	Koski, Amanda Marie	Donald E & Donna M (Twine)
	Kotila, Anya Leigh	Jon & Debra J (Williamson)
	Laliberte, Kristine Jill	Lionel A & Joanne (Woods)
Oct 6	Lambert, Jesse Michael	William J & Loretta S (Dhima)
Jul 30	Lee, Sylvia Ahyoung	Keun & Kyung H (Kim)
May 8	Leedberg, Erick David	David N & Jo Anne E (Brundette)
Jun 27		Richard J & Michelle (Miner)
Feb 9	Loughlin, Stephen Francis Jr	Stephen F & Carla M (Goheen)
Mar 12	Lyons, Danielle Rene	Lawrence F & Shirley A (Lutz)
Dec 4	Maienza, Scott Leonard	Joseph T & Janice R (Pariseau)
Jun 20	Maille, Justin James	James M & Deborah M (McArthur)
Oct 9	Mainusch, Tanya Michelle	Robert W & Tina M (Kuczwaza)
Sep 25	•	Alexander G & Grace M (Maucini)
Oct 28	Martin, Amanda Jeanne	Joseph R & Jeanne L (Michaud)
Aug 16	Martin, Erin Aubrey	Ernie S & Virginia L (Savignac)
Jan 9	Maybury, Melissa Katherine	Douglas L & Diane P (Clermont)
May 3	Mayo, Theresa Marie	David G & Dolores M (Ziegler)
Dec 4	McCarthy, Catherine Ann	John T & Marcia E (Regan)
Dec 14	McElroy, Christopher Davis	David R & Sandra K (Davis)
Jun 17	McGuire, William Cullen	William & Elizabeth (Schmauder)
Feb 2	McGuirk, Catherine Mary	William E & Joan Stankiewicz)
Apr 21	McNally, Steven James	James F & Jane A (Curtze)
br cr		and a demine to foot one t

DATE NAME

Dec	17	McQueen, Adam Gregory
Oct	_	Mead, Brendan Stewart
Aug		Melanson, Carlee Ann
May		Miskell, Leanne Marie
	13	Morse, Audrey Ann
Jan	20	Moter, Jennifer Ellen
Apr	5	Neild, Roger Bryant II
Dec	3	Newman, Ian
Mar		Nichols, Anthony Richard
May	_	Nicoletta, Andrea Marie
Apr		Nicoletta, John Nicolas
Aug		Nolet, Ryan Anthoney
-		
Oct		Noonan, James Keating Jr
Mar		Obdens, Richard Francis III
Oct		Oppelt, Thomas Christian
Feb	25	Orio, Rebecca June
Aug	24	Ouellette, Angela Rose
Oct	21	Owen, James Robert
May	31	Palmer, Elizabeth Walden
Mar		Poindexter, Brett Nelson
Apr		Pomerleau, Kate Marie
Feb		· · · · · · · · · · · · · · · · · · ·
		Pude, Suzanne Marie
Mar		Quimby, Jonathan Lee
Jun	_	Reid, Stefani Lin
May	-	Reider, Christina Ann
Apr	18	Rhoads, Brandon Michael
Feb	9	Rose, Stephen Philip
Feb Dec	_	
Dec	22	Rubini, Nicholas Thomas
Dec Sep	22 24	Rubini, Nicholas Thomas Saunders, Rebecca Kathleen
Dec Sep Feb	22 24 16	Rubini, Nicholas Thomas Saunders, Rebecca Kathleen Scanlan, Matthew Francis
Dec Sep Feb Jan	22 24 16 17	Rubini, Nicholas Thomas Saunders, Rebecca Kathleen Scanlan, Matthew Francis Schrader, Kurt Andrew
Dec Sep Feb Jan Feb	22 24 16 17 2	Rubini, Nicholas Thomas Saunders, Rebecca Kathleen Scanlan, Matthew Francis Schrader, Kurt Andrew Seaburg, Mark Kevin
Dec Sep Feb Jan Feb Mar	22 24 16 17 2 26	Rubini, Nicholas Thomas Saunders, Rebecca Kathleen Scanlan, Matthew Francis Schrader, Kurt Andrew Seaburg, Mark Kevin Seuss, Jeffrey Ryan
Dec Sep Feb Jan Feb Mar Feb	22 24 16 17 2 26 25	Rubini, Nicholas Thomas Saunders, Rebecca Kathleen Scanlan, Matthew Francis Schrader, Kurt Andrew Seaburg, Mark Kevin Seuss, Jeffrey Ryan Sevigny, Andre Dozois
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Michael E & Lynn H (Bergren) Robert D & Jeannette C (Anderson Robert S & Gayle L (Kirby) Robert A & Deborah L (Wood) Paul G & Carol A (Gilli) John T & Juta (Paalberg) Roger B & Rosemary (DiNatale) William J & Rosemarie (Ferris) Richard K & Florence (Gerardi) Donald F & Alison G (Wolfe) Stephen P & Elizabeth A (Ryan) Robert A & Mildred A (Dyer) James K & Mary G (Puglisi) Richard F & Donna B (Boucher) Joseph M & Linda J (Lemire) Alfred P & Susan J (Hanson) Richard R & Sandra L (Kendall) Robert L & Sandra M (LaVie) John C & Mary E (Smith) Dana M & Doris J (Oldford) Timothy L & Margaret A (Daly) William B & Christine G (Raby) David S & Joan C (Lynch) John W & Cheryl L (Fadden) Curtis F & Judith A (Haley) Robert C & Virginia H (Beaupre) Allen R & Cora L (Picking) Nunzio & Susan H (Moran) Kenneth A & Barbara C (Mores) Gerard F & Judith (Fraser) Harry E & Lorraine A (Feccia) Kevin T & Pamela (Smith) Harry F & Diane P (Smith) Ronald A & Denise A (Dozois) Stephen A & Sharon A (Bertrand) Joseph H & Nancy V (Larson) Daniel G & Karen (Costello) Ronald J & Patricia A (Rosato) Charles K & Barbara A (Fry) Eric V & Anne R (Cronin) Michael F & Rosemary C (Delaware John E & Patricia A (Colby) Patrick L & Madeline L (Skehan) Richard H & Marie E (Leahy) Timothy P & Nancy E (Crossman) Warren E & Debora L (Van Strien) David P & Susan M (Robson) Gary G & Carolyn A (Siciliano) Carmine M & Denise P (Cote) William J & Theresa E (Harding) Carlton R & Cathy I (Topjian) George C & Joan M (Mavrogianis)

DATE	NAME	
Oct 7	Turgeon, Beau Leonard	Raymond N & Evelyn M (Holt)
Feb 8	Turkovich, Christine Marie	John J & Susan M (Miller)
Oct 18	Valley, Jacob Adam	Kevin M & Elizabeth A (Barclay)
Feb 25	Van Voorhies, Christopher Mich	hael Stephen C & Sandra (Wood)
Jul 27	Venkatraman, Satish Palamadai	Palamadai & Rajalakshmi
		(Sankaran)
Nov 30	Vibert, Sheila Marie	Calvin E & Dolores A (Marchand)
May 27	Villare, Eugene Allan Jr	Eugene A & Jeanne R (Donigan)
Aug 17	Wallace, Nicole Janice	Edward F & Maureen J (Riberdy)
Mar 4	Walsh, Daniel Edward	Edward J & Lisa M (Blanchard)
Jan 20	Wentzell, Scott Daniel	Daniel W & Lois A (Cress)
Aug 11	White, Jamie Elyse	George E & Jill S (Dandeneau)
Apr 9	Wilder, Jeffrey Sargent Jr	Jeffrey S & Suzanne C (Shirar)

		Male	Female	Total
Total Birth	s Recorded	94	70	164

REPORT OF THE BUILDING COMMISSIONER

Fees	col	lected.	 16,433.00

Dwellings 60
Wood Stoves140
Garages 17
Raze 4
Signs21
Additions & Alterations217
Pools 32
Utility Buildings 16
Chimneys 3
Barns 3
Carnivals 2
Commercial & Industrial 4

I am pleased to report that during the 6 month period of taking over this office, we have kept up to date with all the Building & Code Inspections.

I am pleased with the professional manner that both the Building Inspector Joseph Guthrie and William MacMillan Code Enforcer are performing their duties.

I feel confident that the town is getting the protection it expects from this department in a well organized and courteous manner.

I appreciate and thank all the personnel in the department for the cooperation and help given to me.

Respectfully submitted,

Nicholas V. Basinas Building Commissioner

CABLE TELEVISION ADVISORY COMMITTEE

The Cable process in Westford started as a grassroots effort on the part of a group of Westford residents who decided they would like to have cable television in their homes.

Early in the spring of last year, the Westford Board of Selectmen received a petition to start the cable TV process and, in accordance with Mass. General Law, Chapter 166A, they appointed a six-member Cable Advisory Committee to study and report the issue. The CATV Committee took on the task of familiarizing themselves with the law and the overall cable TV process.

The initial national and local advertisement for a cable company to bid on the Westford franchise drew a Pennsylvania based company, Nashoba Valley Cablevision, a subsidiary of Commonwealth Cablevision. A few months later Nashoba Valley Cablevision withdrew their bid.

The CATV Committee pressed on and solicited other cable applicants and Nashoba Communication, Inc. stepped into pursue the Westford franchise.

Recognizing the fact that there were state and federal regulations that governed the cable TV process, the CATV Committee kept in close contact with the Mass. Cable Television Commission's General Counsel, Mr. Kenneth Spiegel, for legal advice and direction before proceeding with the next step.

Despite the fact that Westford received only one bid to cable the town (the CATV Committee found out that this was not unusual and, in fact, the case with many towns in Massachusetts seeking to have a Cable Television System), they decided to press on and negotiate a provisional license with Nashoba Communication, Inc.

The CATV Committee, with help from town counsel and with input from many sources in the town, sat down and hammered out a cable agreement with NCI that would incorporate the needs and wants of the town and its residents and the capabilities of NCI. This agreement would have to be approved or disapproved by the final issuing authority, the Westford Board of Selectmen.

On January 12, 1982, after many open meetings and public hearings, the CATV Committee presented the Provisional License Agreement to the Selectmen for their approval or disapproval. The Board voted unanimously to approve and sign the Provisional License Agreement with Nashoba Communication, Inc.

The result will provide the Town of Westford with a 52-channel, state-of-the-art cable communications system. Within the next eighteen months, Westford residents should be receiving a cable in their homes and through their town carrying the programming they have been waiting for.

The Cable Television Advisory Committee wishes to thank all those persons and town departments for their input, cooperation, and patience without which the committee would not have been able to complete its work.

Respectfully submitted
for the CATV Advisory Committee
Steven C. Boudreau
Secretary

CATV Advisory Committee Members:

Gary Sullivan, Chairman
Roger Parent, Vice-Chairman
Steven Boudreau, Secretary
Leo Dunn
Chris Bradley
Ken Dwyer

CEMETERY DEPARTMENT

The several town-owned cemeteries have been especially well-cared for during the year under the direction of Wilfred J. Tousignant, the superintendent. With his office located at Fairview Cemetery, with an automatic telephone answering device, the public has found this arrangement most acceptable. It is hoped that all records may be moved here from the Town Hall.

The major project for 1981 has been the beautification of the cemeteries, barren in the summertime and a "marble orchard" in the winter. Over 250 new trees and shrubs have been planted. The floral design at the flagpole entrance was carefully nurtured with a change of flowers according to season. New U. S. flags were added.

At Fairview three slopes were covered with andora juniper, clumps of white birches were added along with ornamental small trees such as sunburst locust, toba hawthorne, Kwanzan cherry, lilacs and forsythia. Larger varieties were planted at acceptable locations. These included sugar and Norway maple, white pine, hemlock and spruce; also, locust, linden, Swiss stone pine, and yews; Douglas and Fraser fir and American arborvitae. Most of this stock was grown in Westford by Laughton's Garden. Other nursery stock was donated as memorial gifts.

Generous gifts by the Precious and Colburn families made possible substantial plantings at the West Burying Ground (Westlawn), resting place of many of the town's earliest settlers and including that of Col. John Robinson of Revolutionary fame.

A line of 30 white pine and arborvitae border Concord Avenue side and vacant areas on the other two sides have also been filled in with young evergreens. Two unused flagpoles have been removed. Numerous shrubs have been placed at strategic spots. A white wooden gateway is planned, in keeping with many older cemeteries.

A dozen trees have been replaced, victims of old age or the gypsy moth, at Fairview, Hillside and Wright. The roadways at Fairview were resurfaced in the summer.

The problem of cemetery vandalism still besets the community. Parents should be reminded cemeteries are for the final resting place for loved ones and not playgrounds for children. With the aid of the Police Department, the vandalism of the rest house (gazebo) at Fairview, more than a century old, was resolved.

CEMETERY DEPARTMENT (Cont.)

The heavy snow cover of the past winter is expected to be beneficial to the recent plantings as it prevented deep freezing of the earth. Moisture, therefore, was provided during the winter to the root systems. The older trees were root-fed in the autumn.

The mowing of grass is time-consuming because of the many objects protruding through the grass. This department will continue to remove or bury useless lot corner markers as time permits.

Increase in charges: Faced with increased operation costs, various charges for burials has been increased slightly in line with those charged elsewhere. The charge for the burial rights in a single grave is now \$75, with an added fee of \$125 placed in the Perpetual Care Fund for maintenance. For non-residents, fees are double. The cost of a grave opening is now \$150.

Special Information: Not permitted are artificial flowers, ornaments or free-standing vases and urns. Flowers may be planted in front of upright monuments and small shrubs at the sides. Funeral pieces will be removed after three days. All potted plants will be removed at discretion of the superintendent. Shrubs not permitted alongside flat markers. Permission must be had from the superintendent for all permanent plantings.

	Burial Statistics	
Year	In Ground	Oremations
1976	33	7
1977	40	3
1978	29	5
1979	23	1
1980	34	5
1981	37	2

Land area of Westford's cemeteries is as follows: Fairview at Main and Tadmuck, 10 acres; Westlawn at Concord Road, 1.7 acres; Wright at Groton Road, 18,125 sq. ft.; Hillside at Depot and Nutting, 40,898; Keyes at Jonas Road, 2,080 sq. ft.; Parkerville, not recorded.

Looking ahead: There are some urgent and necessary expenditures to be made, now and the near future:

1. With anticipated growth of the community expected to continue at a strong rate, need for expanded burial sites is imminent. Three cemeteries are now filled to capacity so burials cannot take place unless related to previous family commitments. Fairview, our principal burying ground, will run out of space within the decade. The opportunity to expand this area was lost several years

CEMETERY DEPARTMENT (Cont.)

ago when adjacent land was put into home development. The Commissioners suggest a study group investigate this problem of expansion. It takes several years to put raw land into condition suitable for cemetery usage.

2. Lack of water at Fairview is of great inconvenience. The old well at one gate is not dependable under drought conditions. Town water is nearby and with very reasonable expense can be connected to a modest system

devised by the superintendent.

3. The cut stone wall which bounds the newest section of Fairview is badly in need of repair. Installed several decades ago at great expense, the mortar has loos-ened to a condition that most all the seams need pointing.

4. Now that the office is located at the cemetery, vital records and maps continue to need the best protect-

ion. A suitable fireproof safe is needed.

Various town departments, including Police, Water, Highway and Tree, have been most helpful in ways large and small in assisting with the proper function of all our cemeteries.

A Cemetery is where....

Lives are commemorated - deaths are recorded - families are reunited - memories are made tangible - and love is undisguised.

A cemetery is a history of people, a perpetual record of yesterday and a sanctuary of peace and quiet today. It is a place of beauty, and of rest.

A cemetery exists because every life is worth loving and remembering....always!

CEMETERY COMMISSIONERS:

Clayton L. Dearth, Chairman Brian L. Vaughn Gordon B. Seavey

Citizens Advisory Committee

The Citizens Advisory Committee was appointed by the Selectmen as a result of concerns raised by Westford citizens over the first revaluation figures (October, 1980) generated as part of Westford's 100% revaluation process by Systems Technology Associates. The Committee's purpose was to serve as a liaison between the Board of Assessors, Westford citizens and the Board of Selectmen; and to provide the public with information on the progress of the first revaluation contract. Specifically the Committee was responsible for: 1. providing current information on the status of tax policy, legislation and other matters related to the revaluation and classification process in Westford; 2. assisting taxpayers by providing information on procedures for conserving open space, forests and agricultural land; and 3. providing a forum for public discussion of tax issues.

Meeting monthly from January to May, 1981, the Committee kept abreast of revaluation changes. During May, several members attended a classification workshop in Sudbury given by the Massachusetts Department of Revenue. As a result of the workshop, the Committee suggested that Westford adopt a single rate classification, with a review of classification in 2 years.

In May, 1981, a second three-member Advisory Committee was formed by the Selectmen to provide a more equitable representation of citizen opinions on the revaluation process. Vyto Andreliunas was voted to represent this Committee. In addition to the work of the new committee in monitoring the second STA contract, Warren Palmer met regularly throughout the summer of 1981 with STA and the Assessors as new land values were established.

The Citizen Advisory Committee no longer meets on a formal basis although the individuals remain interested and active in the revaluation process.

Respectfully submitted,

Patricia Loring, Chairman Vyto Andreliunas Norman Nesmith Warren Palmer, Jr. Mary Smith

CIVIL DEFENSE ANNUAL REPORT 1981

The CD Auxiliary Fire Dept. has been functioning and training its members, who now number eight, by the Regular Call Dept. and your CD Director. Recently four members were voted onto the Call Dept., having reached the age of 21. This classroom and fire ground activity has proved to be very worthwhile based on the ability of the trainees to have a few years of experience before being pressed into full fire service duty. New members continue to be accepted between the ages of 17 and 20 years of age.

Respectfully submitted,
Harold H. Hoover
Civil Defense Director

CONSERVATION COMMISSION

During 1981, 24 Notices of Intent were administered by the Conservation Commission under the Massachusetts Wetlands Protection Act (Massachusetts General Law Chapter 131, Section 40), an increase of three over last year. The Westford Wetland Bylaw was administered simultaneously, with site inspections and public hearings held for each project. The Conservation Commission brought suit in 1981 against two wetland violators. Resulting court findings favored the Conservation Commission position and corrective measures are presently underway.

At the Annual Town Meeting of May 9, 1981, 18 1/2 acres of land were placed under the jurisdiction of the Conservation Commission. Two parcels of land totaling 16 acres, which had been a tax taking by the Town of Westford from Harriet Hill, were put under the control of the Commission. Also, a 2 1/2 acre parcel was received as a gift from the Federated Church of Ayer. In addition, fifty thousand dollars (\$50,000) was placed in the Conservation Fund for future land purchases, as a result of the sale of Town land to Nashoba Ski Area.

The Conservation Commission accepted with regret the resignation of Tom Borden following his election to the Board of Selectmen. Bill McClellan was appointed to complete the unexpired term. The following associate members were welcomed during 1981: Tom Borden, Carol Henderson, Liz Maguire and Tom Paul.

Conservation Commission members have served on several other committees during the past year. Dr. Arnold O'Brien served as Chairman of the Landfill Study Committee, whose function it was to hire a consultant to study landfill leachate and its impact on a nearby Town wellfield. Tom Borden served on the Westford Energy Resource Committee, a committee charged with reducing energy consumption in town buildings. Dr. Richard Cooper served as a Westford representative to the Northern Middlesex Area Commission and as the Conservation Commission designee to the Hazardous Waste Local Assessment Committee which resulted from the proposed siting of a hazardous waste facility in Westford. Attorney William McClellan continues to serve on the Gypsy Moth Study Committee as they develop a policy for dealing with gypsy moths in 1982. Pat Loring served on the Mill Pond Study Committee which recommended that the Town accept a gift of the Mill Pond dam and land adjacent to the pond; and as chairman of the Revaluation Study Committee which was concerned with Westford's revaluation process.

Additional projects for 1981 include:

- 1. The Commission sponsored Martha Kennedy, a Westford Academy junior, to the Conservation Camp at the University of Massachusetts (Amherst) in April 1981;
- 2. Two Eagle Scout projects from Troop 159 were completed on Conservation land. Andrew Pinard's project took place at the Russell Bird Sanctuary and involved trail clearing, bench repair, sign erection, erosion control and bird house installation. Dana Barnes'

project at Grassy Pond included bench building, trail clearing, erosion control and general cleanup.

3. Several Scout troops, both boys and girls, completed small projects on Conservation land and enjoyed its use.

4. The Commission worked with the Soil Conservation Service on a sedimentation plan for the Tyngsboro Road, Tzikopoulos gravel pit and its threat to Flushing Pond.

We extend our special appreciation to all those groups and individuals who have supported projects throughout the year.

Patricia Loring, Chairman Richard Cooper, Vice-Chairman Chester Cook, Jr., Treasurer William McClellan Marlene Mallory Louis Oliver Arnold O'Brien

Mary Morton, Board Secretary

COUNCIL ON AGING REPORT 1980-81

Westford's Council on Aging shall continue to co-operate with the Commonwealth of Massachusetts Commission on Aging and shall be cognizant of all State and Federal legislation concerning funding, information exchange and program planning which exists for better community programming for the elderly.

The Title III Hot lunch program and Meals on Wheels program are under the capable management of Jeanne and Jim Mungovan and are held at the Elks Hall in Forge Village five days a week (Mon thru Fri) at ll:45 a.m. Reservations are requested to insure ample food at least 48 hours in advance by calling 692-4480 between 10 a.m. and 12 noon. Transportation is available for a small fee by calling 448-2071.

Golden Age Club meets on the last Monday of each month at the Franco American Hall on West Prescott Street, Forge Village at noon. Helen Desmond is the President of the club. All seniors welcomed.

Well-Oldster Clinics in all sections of town are conducted once a week by the Nashoba Associated Boards of Health and the Lowell Visiting Nurses Association. Council sponsors a Podiatry Clinic on the third Thursday of each month at the Roudenbush Center Clinic.

Home Care services are provided by the Merrimack Valley Elder Services Home Care Corporation and we still have telephone reassurance calls for people who live alone and feel the need of this service. Also through the Home Care office, Westford has two Senior Aides, Mr. Jim Mello and Mrs. Claire Westwood, who work from the Council office and visit the elderly on a regular basis acting as a liaison with the Town Aide for Community Teamwork programs as well as Elder Services programs. They keep a vital link open between isolates and services.

Through the efforts of Avis S. Hooper and Ellen S. Harde our seniors can once again have medical transportation to Boston on the Roadrunner from Lowell. Ample scheduling time must be given to the dispatchers, so we do advise people calling as soon as they have an appointment.

In addition to the Call-A-Bus program, we would like to remind all seniors that they are welcome to use the weekly free shopping bus every Friday morning which is donated by Mr. Leo Kahn of Purity Supreme This is the sixteenth year he has provided this service.

Once again we would like to thank the children of the fourth grade of Robinson School for their generous gifts to the elderly shutins by donating presents instead of exchanging with each other.

We would like to extend our appreciation for all the volunteers who have aided us in the past year to make life just a little more enjoyable to those Westford residents who are not able to get out on their own or cannot get out at all. Also a big thanks to all of the people who help at the Hot Lunch program.

This year Community Teamwork, Inc. has provided us with four senior Companions who work on a one-to-one basis with shut-ins meeting their needs to allow them to stay in their own homes instead of going into a nursing home.

We have 14 Foster Grandparents who assist teachers in kindergarten and lower grades with children who need that little extra personal attention to keep them up to the rest of the class.

The Retired Senior Volunteer Program has Westford seniors adding a lifetime of various experiences to the community in such areas as the schools, nursing homes, libraries and hospitals. Any senior citizen who is interested in any of these programs may call us at 692-7274. Depending on budget cuts, we sincerely hope to continue these programs on the same level as in previous years by getting some help from other sources. The Council sees all parties benefiting because of the inter-personal involement which exists. and hopes to see it continue in the future.

The Council meets on the third Tuesday of each month at 3:30 p.m. and welcome any and all suggestions that would enhance the lives of the senior citizens of Westford.

Respectfully submitted,

The Westford Council on Aging
Carl G. Lyman, Chairman
Helena M. Crocker
Cecilia A. Healy
Veronica M. Sullivan
Horace F. Wyman

DEATHS

Recorded by the Town Clerk - 1981

DATE	NAME	YEARS
Aug 29	Abbood, Arthur Andre - hus Rose (Hamwey)	61
Nov 21		70
Apr 26		54
May 24		37
Jul 5		58
May 16	Bentley, Roy E - Single	37
Mar 12	Blanchard, Margaret M - wif Leon	57
Jul 14	Bleyer, Ana - wid William F	94
Oct 16	Bohenko, Walter - hus Ellen (Holmes)	73
Dec 5	Boland, Marie F - wid Richard M	70
Jan 8	Brandow, Dorothy - wid Percy	95
Nov 9	Brown, Joseph P - hus Gloria (Moreno)	51
Nov 25	Buckus, Andrew J - wid Eliza (Spaulding)	78
Feb.14	Caruso, Arthur - hus Doris (Perry)	60
Oct 21	Cooney, Mary Aldea - @iv	81
Mar 11	Cooney, Wilfred - hus Catherine (Goulden)	82
May 7	Courchaine, Donald E - hus Mary (Holmes)	76
Nov 22	Courchaine, Joseph R - hus Anna (Ricard)	78
Jun 24	Cousins, Katherine (Murray) - wid Ashley B	78
Nov 16	Crocker, James Hunter - wid Marion (Judson)	88
Jan 1	Curley, Thomas - hus Adele E (Smith)	90
Aug 30	Duke, William John - hus Jane E (Prestley)	89
Jul 13	Dundas, John - wid Jessie (Torrance)	87
May 19	Fernandes, John Anthony - hus Kathleen (Corley)	32
Nov 27	Ferrin, Marjorie Caroline - wif Frederick H	54
Aug 5	Fletcher, Samuel Alfred - Single	79
Nov 12	Flynn, Mildred Frances - wif Arthur M	56
Oct 13	Fraser, Causey deRubio - Single	56
May 24		24
	Gervais, Normand Raymond - hus Constance (Grondine)	43
Jan 1		85
Aug 16		68
Jan 2	, ,	71
Jul 22		67
Sep 2		89
Feb 4	Kansanniva, Kalergo - hus Joyce (Whitten)	65
Jun 1		80
	Lawrence, Arthur J - hus Lois H (Robinson)	61
Feb 17		63
Feb 8	, , , , , , , , , , , , , , , , , , , ,	36
Oct 26	, , , , , , , , , , , , , , , , , , , ,	64
Jul 10		90
Feb 8		14
Oct 18	McFadden, Leo G - hus Barbara A (Drew)	55
Apr 2	, , , , , , , , , , , , , , , , , , , ,	80
	McNiff, Annie (Duffy) - wid Edward O Miller, Edna May - wid Frank E	81
Mar 19		88
1101 17	tomben, vergen - wid iba (raquin)	102

DATE	NAME	YEARS
May 5	Moras, Mary Jane (Milot) - wid Albert	76
Mar 10	Niemaszyk, Anthony Joseph - hus Jennie M (Grochmal)	62
Mar 18	O'Connell, John - hus Lucy M (McNiff)	70
Sep 16	O'Connor, William Joseph - hus Anita V (Maski)	72
Jul 20		47
Aug 24	Ouellette, Angelina - Single	1+hr
Dec 4	Parlee, Harvey T - wid Harriet (Metcalf)	86
Feb 20	Perkins, Alice A - wif John H	61
Jun 18		34
Mar 17		79
May 23		69
Apr 10		83
Mar 21		68
Aug 1		45
Jun 20		37
Jun 10		78
Jul 3		58
Sep 15		65
Feb 19		60
Apr 3		63
Aug 9		68
Jun 12		85
May 11		29
	Toy, Robert N - Single	72
	Tuttle, Margaret B - div	77
May 6	Valentine, Andrina M - wid John G	93
Jan 19		75
Oct 26	Whitney, Hamilton Edson Jr - wid Carmello (DeSilvio)	61
Jan 19		72
Mar 14		6
Oct 14	Woods, Alice M - wif John O	76

Male Female Total Total Deaths Recorded 49 30 79

1980 Death Recorded in 1981

Jul 12 Shea, Walter Raymond - hus Ethel I 75

TOWN CLERK'S REPORT ON DOG LICENSES

Licenses issued from January 1 through December 31, 1981:

751 Males	@ \$ 3.00 each	\$2,253.00
111 Females	@ \$ 6.00 each	\$ 666.00
669 Spayed Females	@ \$ 3.00 each	\$2,007.00
1 Kennel	@ \$10.00 each	\$ 10.00
4 Kennels	@ \$25.00 each	\$ 100.00
		\$5,036.00
Clerk's Fees - 1,531 Lic		1708.40
Paid Town Treasurer (Rec	eipts on file)	\$4,327.60

The attention of owners and keepers of dogs is called to the following extracts from Chapter 140 of the General Laws, as amended and also the following Westford By-Laws:

LICENSE PERIOD - The time between April 1 and the following March 31 inclusive.

LICENSES AND TAGS - A person, who at the commencement of a license period is, or who during any license period becomes the owner or keeper of a dog three months old or over which is not duly licensed, and the owner or keeper of a dog when it becomes three months old during a license period, shall cause it to be registered, numbered, described and licensed until the end of such license period, and the owner or keeper of a dog so registered, numbered, described and licensed during any license period, in order to own or keep such dog after the beginning of the succeeding license period, shall, before the beginning thereof, cause it to be registered, numbered, described and licensed for such period. The registering, numbering, describing and licenses of a dog in any town shall be in the office of the clerk thereof.

The license shall be in a form prescribed by the director, upon a blank to be furnished by the county in which the town is located, and shall be subject to the condition expressed therein that the dog which is the subject of the license shall be controlled and restrained from killing, chasing or harassing livestock or fowls. The owner or keeper of a licensed dog shall cause it to wear around its neck or body a collar or harness of leather or other suitable material, to which shall be securely attached a tag in a form prescribed by the director, and upon which shall appear the license number, the name of the Town issuing such license and the year of issue. Such tags shall be furnished in the same manner as the license blanks, and if any such tag shall be lost, the owner or keeper of such dog shall forthwith secure a substitute tag from the Town Clerk.

FEES FOR LICENSES - The fee for every license shall, except as otherwise provided, be \$3.00 for a male dog and \$6.00 for a female dog, unless a certificate of a registered veterinarian who performed the operation that said female dog has been spayed and has thereby been deprived of the power of propagation has been filed with the Town Clerk, in which case the fee shall be \$3.00

RABIES IMMUNIZATION - The State of Massachusetts requires that all dogs be vaccinated against rabies at three year intervals, beginning at six months of age. A certification of vaccination as well as a rabies tag will be given the owner of the dog by the performing veterinarian.

ARTICLE VI - Westford By-Laws - Dogs - All owners or keepers of dogs in the Town of Westford, who on the first day of June of each year, have not licensed said dog or dogs, as prescribed in Section 137 of Chapter 140 of the General Laws of the Commonwealth of Massachusetts shall be required to pay an additional fee of not more than One (\$1.00) Dollar.

No owner or keeper of any dog shall permit such dog to run at large if unlicensed, nor shall a dog be permitted to run at large at any time between the hours of 7:00 A.M. and 7:00 P.M., licensed or unlicensed. The provisions of this section shall not be intended to apply to dogs participating in any dog show, nor to "seeing eye" dogs properly trained to assist blind persons when such dogs are actually being used by blind persons for the purpose of aiding them in going from place to place, nor to any dogs being trained for or actually being used for hunting purposes.

Whoever violates any provision of this By-Law shall be punished according to the following procedure and schedule of fines, which are hereby declared to be an alternative to the procedure and schedule set forth in G.L. (Ter. Ed.) Chapter 140, Section 173A; For the first offense, not less than Five Dollars nor more than Ten Dollars; for the second offense, not less than Ten Dollars nor more than Twenty-Five Dollars; and for each subsequent offense, Twenty-Five Dollars.

Bette R. Hook Town Clerk

Dog Officer's Report for 1981

Complaints reported	2189
Complaints Leash Law	1334
Dogs picked up	561
Dogs returned	497
Dogs destroyed	64
Dog Bites	40
Cat Bites	2
Squirrel	ī
Trips to Veterinarians	23
Dogs struck by cars	11
Trips to Ayer Court	71
Appeals to Jury Sessions	1
Trips to Schools	63
Reimbursement from County	\$1280.00

I would like to thank the Board of Selectmen, Town Clerk's Office, Mr. Albert Picking, Police Department, and my assistant, Mr. Dennis Courchaine, for their assistance and cooperation.

Respectfully submitted,

William C. MacMillan

Dog Officer

ANNUAL TOWN ELECTION - MAY 5, 1981

	PREC 1	PREC 2	PREC 3	PREC 4	TOTAL
Whole number of ballots cast	883	732	712	733	3,060
SELECTME	(2) THR	EE YEARS			
* Thomas E. Borden	331	445	432	393	1,601
* Ronald H. Johnson	622	369	355	455	1,801
Ronald W. LaVie	111	212	321	185	829
D. Bruce Stewart	447	234	129	215	1,025
All Others	-	•	-	1	1
Blanks	255	204	187	217	863
TOWN CLERK	(1) THR	EE YEARS	•		
* Bette R. Hook	720	626	582	621	2,549
All Others	-	-	-	-	-
Blanks	163	106	130	112	511
ASSESSOR	(1) THRE	E YEARS			
* Judith A. McEnaney	636	591	563	572	2,362
All Others	3	3	3	2	11
Blanks	244	138	146	159	687
ASSESSOR (1) ONE	YEAR (U	NEXPIRED	TERM)		
* Irene M. Szylvian	617	566	546	553	2,282
All Others	1	•	-	3	4
Blanks	265	166	166	177	774
MODERATOR	(1) THR	EE YEARS			
* William J. Kavanagh, Jr.	665	581	553	569	2,368
All Others	•	•	-	-	•
Blanks	218	151	159	164	692
BOARD OF HEA	LTH (1)	THREE YE	ARS		
* Charles G. Colburn	581	539	532	515	2,167
All Others	7	.1	1	3	12
Blanks	29 5	192	179	215	881
PLANNING BO)ARD (1)	FIVE YEA	RS		
* Vyto L. Andreliunas	651	563		550	2,298
All Others	1		-	-	1
Blanks	231	169	178	183	761

	PREC 1	PREC 2	PREC 3	PREC 4	TOTAL
WATER COMMISSI	ONER (1)	THREE Y	EARS		
Walter W. Gerlach	606	550	528	536	2,220
All Others Blanks	277	182	184	197	840
TRUSTEES - J.V. FLETC	HER LIBR		THREE YE	ARS	
* Lisa D. Dagdigian	437	399	409	413	1,658
* Maryann Finnegan	503	470	370		1,770
Shirley H. McGrath	368	227	283		1,128
All Others	-	-	-	-	-
Blanks	458	368	362	376	1,564
WESTFORD HOUSING	AUTHORIT	Y (1) FI	VE YEARS		
* Gary D. Sullivan	560	568	531	530	2,189
All Others	2	2	-	1	5
Blanks	321	162	181	202	866
SCHOOL COMMIT	TEE (2)	THREE YEA	ARS		
* Douglas R. Keele	594	501	475	484	2,054
* Mary H. Trubey	595	527	485	485	2,092
All Others	-	-	2	1	3
Blanks	577	436	462	496	1,971
CEMETERY COMMIS	SIONER (L) THREE	YEARS		
* Gordon B. Seavey	647	569	550	560	2,376
All Others	3	2	1	3	9
Blanks	233	161	161	170	725

^{*} Elected

ELECTION OFFICERS - 1981

ENROLLED AS DEMOCRAT Precinct 1

Dorothy Cantin Arthur Mealy Sandra Nolan Sandra Nolan Jean Schaub Ruth Sundberg Cynthia Tremble Mary Trubey Linda Walthers

ENROLLED AS REPUBLICAN

Annette Aranyi Barbara Aranyi Ruth Chamberlain Gladys Dalton Beverly Dearth Theresa Hubbard Dorothea Jordan Margaret Robes Madeline Sambito H. Arnold Wilder

Precinct 2

Dorothy Bergamini Helena Crocker Frances Forrest Dorothy Healy Mary Koziol Marjorie St. Gelais Veronica Sullivan

Grace Basner Carl Benson Ruby Benson W. Reginald Blowey Alice Day Kathleen Forty M. Jeannette Gagnon Ruth Hall Donna Hanlon
Mary Jackson
Shirley Jaquith Lois Jewett Alice Morrill Joan O'Brien Bernice Picking Dorothy Swanson James Timberlake Janet Timberlake Nancy Wyman

ENROLLED AS DEMOCRAT

Precinct 3

ENROLLED AS REPUBLICAN

Thomas Anderson
Mary C. Berube
Mary E. Berube
Norma Cassidy
Mary Hill
Terry Hughes
Harry Johnson, Jr.
Elaine Maciak
Jacqueline Pehrson
Ellen Pigott
Regina Sherburne
JoAnn Webster

Barbara Brewer
Ian MacPherson
Donald Robinson
Cynthia Roper
Mary VanNorden
Edith Vaughn
Janice Vaughn
Joanne Vaughn
Joanne Whitney
Robert Whitney

Precinct 4

Mary Carroll Mary Cote Anthony Denisevich Cecelia Denisevich Helen Desmond H. James Kazeniac John Kelly Philip Lord Mary Martin James Mungovan Jeanne Mungovan Viateur Ricard Mary Sawosik M. Kathleen Teague Eleanor VanLandeghem Irene Woznac

Mary Caless
Bertha Cornwall
Frances Fletcher
Edith Greenslade
Joanne Hall
Mary Jo Johnson
Helen Lyons
Marion MacQuarrie
Lillian Scott
Shirley Tuttle

ENERGY RESOURCE COMMISSION

Calendar year 1981 was an exciting one for the Energy

Resource Commission (ERC).

Technical Assistance Audits were conducted by Jay Silverston & Associates at the Town Hall, Police/Fire Complex and all the schools with the exception of Cameron, Frost and Sargent. The cost of the audits totaled \$24,350.

The recommendations in the Audit Reports are broken down into Operational and Maintenance (O&M) Measures and

Energy Conservation Measures (ECM).

O&M measures at the schools are expected to save the Town \$46,986 per year at a cost of \$25,960. School ECMs willsave the Town an estimated \$33,966 per year at a cost of \$70,235. The ERC assisted the schools in applying for a grant from the Department of Energy (DOE) which resulted in \$26,065 of Federal Matching funds for implementing the ECMs.

The ERC is currently assisting the Energy Sub-Committee of the School Committee in preparing specifica-

tions for bid on the ECMs.

The estimated savings for implementin O&M measures in the Town Hall are \$840 per year at a cost of \$1,010. ECMs will save an estimated \$3190 per year at a cost of \$7323.

O&M measures in the Police/Fire Complex are expected to save the town \$2816 per year at a cost of \$1110. ECM savings are estimated at \$674 per year at a cost of \$3420.

The Capital Outlay Committee is managing the bid process for implementing the energy improvements on the

Town Hall and Police/Fire Complex.

Other projects with which the ERC is involved include a weekly column in the Westford Eagle designed to promote community awareness on Energy issues and cooperating with MASS SAVE in developing community resources.

1981 MEMBERS

Jerry Culbert
Edward Cohen
Pat Martin
Donald Mason
Bert Mayer
Charles Swanson II

1982 MEMBERS

Gilbert Brown
Edward Cohen
Pat Martin
Steve Rochon
W.H. Stevenson
Barbara Warren
Ted Warren
*Jerry Culbert

*Consultant to the ERC

	REPORT OF THE FIRE DEPARTMENT CALLS -	- 1981	
	Ambulance	490	
	Appliance		
	Assistance		
	Boiler ProblemBomb Threat		
	Box Alarms:	6	
	Trouble Indication	60	
	Alarm Tests		
	Boat		
	Brush & Grass		
	Building		
	Car & Truck		
	Chimney		
	Downed Wires		
	Dumpster		
	False Alarms		
	Fire Drills Schools Recorded		
	Gas Grill		
	Gas Leaks		
	Motorcycle	/4 1	
	No School Signals		
	Non-Permit Fires	30	
	Propane Tank Fire		
	Rescue (Boat)	2	
	Rescue (Vehicle)	<i>/</i>	
	Station Standby		
	Stove		
	Telephone Pole		
	Transformer		
	Washdown		
	Water Problem		
	Agricultural Burning Permits Domestic Burning Permits		
	Various Other Permits		
	Fire Alarm Permits & Inspections		
	Oil Burner Permits & Inspections		
MUTUAL	AID		
	nelmsford - 1 (Fire Company) FROM: Chelms		
	cton - 2 (Fire Company)		(Eng. Co.)
Gr			(Tanker) (Brush Tk.)
	- 1 (Ambulance) Little - 1 (EMT)		(Ambulance)
Li	ittleton - 1 (Fire Company)		(Timbolance)
	- 3 (Ambulance)		
Lo	owell - 1 (Fire Company		

BOARD OF HEALTH REPORT

The Board of Health organized in May with Charles G. Colburn, M. D. as chairman, Mark W. Mulligan as vice-chairman and Thomas P. McLaughlin as secretary. Dorothy A. Healy, R. N. was appointed clerk. Board of Health meetings were held on the second Monday of each month at 7:00 P. M.

The Greater Lawrence Sanitary District voted in April to accept septage from Westford, so our local sewage dumping area was closed at that time.

At the June meeting, new regulations were adopted relative to Title V of the State Environmental Code. This was to prevent future building on small lots.

A new policy was adopted relative to the issuance of sewage permits for new buildings. Nashoba is to send the permits to the Board of Health office to be signed by at least two members.

In November, Albert H. Picking resigned as Animal Inspector and George S. Fletcher was appointed to fill this position.

We have met with several people regarding sewage and housing problems.

Mark Mulligan is still working with a committee appointed to evaluate the services of the Nashoba Boards of Health.

We would like to thank Patricia Palayma, R. N. for providing us with excellent nursing service.

We wish to also thank William C. MacMillan and John P. LaFond, Jr. for making inspections for us.

A special thank you goes to Robert Earnshaw for taking our messages.

Statistics on our various clinics will be found in the reports to follow.

Respectfully submitted,

Charles G. Colburn, M.D., Chairman Mark W. Mulligan, Vice-chairman Thomas P. McLaughlin, Secretary Dorothy A. Healy, Clerk

REPORT OF THE NASHOBA ASSOCIATED BOARDS OF HEALTH

RESPONSIBILITIES OF YOUR BOARD OF HEALTH

HOW NASHOBA HELPS

Boards of health are among the oldest town boards in Massachusetts. Your board of health is responsible for the preservation and promotion of the health of the town's residents. Certain police powers have been delegated to them by the commonwealth, such as the enforcement of the Sanitary and Environmental Codes and the control of communicable diseases. Other responsibilities relate to promoting health in the community in such areas as clinics, dental health, and health education.

The Nashoba Associated Boards of Health helps your board of health carry out both the mandated and the recommended public health activities. Your board in association with other member boards, decides what services Nashoba will offer; Nashoba's professional staff provides these services.

The following services were provided by the Nashoba Associated Boards of Health in 1981:

COMMUNITY HEALTH SERVICES

Well Child Conferences

These clinics are intended to promote optimum health among pre-school children and to prevent the spread of communicable disease through immunizations. Unfortunately, low utilization in a number of towns and budget cutbacks necessitated the elimination of these clinics on July 1, 1981.

Number of Clinics (6 months)	Nashoba District 72	Westford 6	_
Total Attendance	562	71	

Well Oldster and Adult Clinics

This is another health promotion program designed to prevent disease and disability through early detection. These clinics are offered on a regular basis to provide continuity of care.

			Nashoba	
			District	Westford*
Number	of	Clinics	135	

Well Oldster and Adult Clinics Con't.

Nashoba
District Westford*
3758

Total Attendance

NASHOBA NURSING SERVICE

The Nursing Service provides both mandated and recommended services. Some examples of the mandated activities proformed by Nashoba nurses include communicable disease investigation, tuberculosis control, and premature infant assistance. The Nursing Service also serves as a certified home health agency (i.e., visiting nurse association) for 15 towns. The Nursing Service is developing an industrial health program which began in 1981.

Type of Visit	Nashoba <u>District</u>	Westford*
Health Promotion	2777	
Disease - Related	5824	
Physical/Occupational Theraphy	1153	
Speech Therapy	220	
Medical - Social Work	123	
Home Health Aide Visits	6002	
Home Health Aide Hours	13312	

^{*}Performed by your town nurse

MEDICAL SOCIAL WORK CONSULTANT

Nashoba's medical - social consultant is available to assist residents cope with medical, social, and emotional problems. Such a service is not a mandated one, yet it is one that is provided by a caring community to its citizens. The medical social consultant serves pattents through direct counseling, information and referral, consultation with health agencies and professionals, and support groups.

	Nashoba <u>District</u>	Westford
Consultation Visits Meetings	1022 799 136	32

DENTAL HEALTH SERVICES

The Massachusetts Department of Public Health strongly recommends that each board of health provide or sponsor dental health services for school children. Nashoba does both. Our school-based dental health program has been serving students since 1953. This program provides an oral health education program for all students in Grades Kindergarten to 8; screening for Grades Kindergarten and 3; and topical fluoride for Grades 2,5, and 8.

Nashoba introduced a new program in 1981, a school-based fluoride mouthrinse program. Students in Grades 1 - 6 are given the opportunity to rinse with a fluoride solution once a week. The program is funded by the State Department of Public Health. In 1981, Ashburnham, Ashby, Berlin, Lancaster, and Townsend participated in the program. All Nashoba towns are eligible to participate.

	Nashoba <u>District</u>	Westford
Number Eligible	7568	1217
Number Participating	5144	754
Number Referred to Dentist	965	123

ENVIRONMENTAL HEALTH SERVICES

Most of the mandated respnsibilities of the local board of health are carried out by Nashoba's Environmental Health Division. Under the State Sanitary Code, Nashoba inspects housing, recreation camps, farm labor camps, and restaurants. The State Environmental Code requires regulation of sewage disposal systems, bathing beaches, swimming pools, and family campgrounds. There are numerous other State laws that are enforced by Nashoba. In addition, Nashoba provides laboratory services for testing drinking and bathing waters.

	Nashoba District	Westford
Food service inspections	249	28
School surveys	77	12
Well inspections/samples	1625	228
Bathing beach inspections/samples	s 332	43
Nuisance investigations	331	53
Housing inspections	211	22
Camp surveys	48	12
Other inspections	65	6
Public drinking water samples	293	0

ENVIRONMENTAL HEALTH SERVICES CON'T

		ashoba istrict	Westford
Sewage disposal system Sewage dispoal permits	inspections	3406	493
New Repair		415 233	72 43

RABIES CLINICS

Nashoba sponsors rabies immunization clinics to promote rabies control and to assist residents in meeting the rabies immunization requirements.

	Nashoba <u>District</u>	Westford
Number of dogs immunized	844	150

ADMINISTRATION

The challenge of the coming years will be to carry out all of the activities that are mandated by law and also continue to provide the optional but extremely important public health services in a time of reduced funding. The reduction of state personnel places an additional burden on local agencies. Many of the state codes which are locally enforced are being rewritten by the state to be stronger and more comprehensive. Each board of health is legally and morally bound to enforce these regulations to protect the publics' health.

Respectfully submitted, J. David Naparstek Director of Public Health

NASHOBA TELEPHONE DIRECTORY

Information	772-3335
Administration	772-3335
Medical-Social Work	772-3335
Nursing Service	772-3336
Environmental Health	772-3338
Laboratory	772-3339

Gentlemen:

I am pleased to submit herewith my annual report as Superintendent of Streets, Parks and Landfill.

The following work was done by the Highway, Park and Landfill Departments during 1981 and 1982:

Snow and Ice Removal

This year 2,500 tons of Salt and 8,400 tons of Sand were used on the streets in town.

The following are the major times the Highway Department were out for storms:

December 5 & 6 December 8 December 9 December 11	Snow 12" Snow Snow 1" Snow	Salted, Plowed, Sanded Salted and Sanded Salted
December 14 December 16	Snow to Rain 5" Freezing Rain	Salted, Plowed, Sanded
December 18	to Snow 1" Snow	Salted and Sanded Salted
December 22 December 23	Snow 2" Freezing Rain	Salted and Sanded Salted and Sanded
December 27 December 29	Snow 6" Snow 2" Pain to Snow 3"	Salted, Plowed, Sanded Salted and Sanded
January 1 January 4 January 6	Rain to Snow 3" Freezing Rain 2" Snow to Freezing-	Salted, Plowed, Sanded Salted, Plowed, Sanded
January 6 January 9	Rain Snow	Salted and Sanded Salted
January 13 & 14 January 15 January 16 January 20	Snow 9" Snow 2" Snow Snow	Plowed and Sanded Salted and Plowed Salted Sanded
January 23 January 31 February 3 February 5	Snow to Rain 5" Freezing Rain Freezing Rain Snow	Salted, Plowed, Sanded Salted and Sanded Salted and Sanded Salted
February 9 February 13	Snow 6" Snow	Salted, plowed, Sanded Sanded
February 19 February 22	Snow 2" Snow	Salted and Sanded Salted

Town Roads

This year 1,544.40 tons of bituminous concrete was used for patching and resurfacing. 655 tons of stone and 2,500 gallons of asphalt were used on Town Roads.

Wages for all streets that were resurfaced under materials were taken out of the Town Roads Account.

Regular maintenance under this account were the cleaning of catch basins and manholes, cleaning drainage ditches, cutting brush, repairing guard rails, patching, sweeping, picking up trash along road sides. Graveling and grading all town gravel roads, installing berm, cutting and clearing trees from the roadways during and after storms.

Sidewalks

Repaired sidewalks on Haywood Road.

Landfill

The north slope at the landfill and the top of the landfill were covered with 2000 yds. of a impervious material to prevent the percolation of surface or rain water and seeded.

Materials

The following streets were resurfaced with asphalt and treated stone:

Concord Road Flagg Road Graniteville Road	10,666 14,670 10,700	sq.	yds.
Hillside Ave Main Street	4,333	-	•
Nutting Road	8,888	_	
Pond Street	2,133	sq.	yds.
Pleasant Street	5,777	-	
Prescott Street	12,000		_
Patten Road	12,000	sq.	yds.
Robinson Road	7,333	sq.	yds.
Stoney Brook Road	7,000	sq.	yds.
Town Farm Road	2,133	sq.	yds.
Groton Road	4,000	sq.	yds.
Groton Road Bituminous	Concrete6,222	sq.	yds.
Beaver Brook Road	15, 253	sq.	yds.
Providence Road	6,200	sq.	yds.

Drainage

Old Lowell Road	401	of	4211	culvert pipe
Depot Street			1	catch Basin
Lake Shore Drive North			1	catch Basin
River Street	201	of	1211	Pipe
Prescott Street	201	of	12"	Pipe

The remainder of the drainage will be completed this spring.

Park Department

This year the Whitney Playground, Town Commons, Monuments, Library, Graniteville, Forge Village and Parkerville ball parks were limed and fertilized. All shrubbery was trimmed and the grass was cut and raked when needed. For Memorial Day, geraniums were placed on the Town Commons and on the Monuments. The Town Beach in Forge Village was maintained by the Park Department throughout the summer.

Chapter 90 Construction

The contract on Groton Road was started this year. The work consisted of blasting of ledge, installing drainage, cutting trees, removal of stumps, excavating, placing gravel foundations, grading and paving of said road with bituminous concrete, and other incidental work.

I wish to express my sincere thanks to the Board of Selectmen for their cooperation and to all members of the Highway, Park, and Landfill Departments, who have been most cooperative. In addition, my thanks to all other departments who have been most helpful throughout the year.

Respectfully

George W. Wyman Superintendent of Streets

HOUSE NUMBERING COMMITTEE REPORT

This year because of the slow economy we experienced a reduced number of new streets. There are, however, at this time many new subdivisions in progress and these will be viewed in the near future.

The following are changes and new additions:

- 1. Industrial Way changed to Lyberty Way (Planning Board Approval)
- 2. New Streets

Melissa Drive--starts between Carlisle Road No's 4 and 6.

Fieldstone Drive--connecting street between Melissa Drive and Whitney Drive.

Whitney Drive--starts between Carlisle Road No's 22 and 24.

I urge everyone to display his house number so as to expedite emergency calls for the ambulance, fire, and police departments. If anyone wishes to verify his house number, please contact the House Numbering Committee.

Respectfully submitted,

Norman K. Nesmith

House Numbering Committee

Westford Housing Authority

The Westford Housing Authority respectfully submits its Annual Report to the citizens of Westford.

The Housing Authority consists of the following members:

Chairman, Reginald Blowey Vice Chairman, Shirley Anderson

Treasurer, Gary Sullivan (re-elected at the Annual Town Election on May 5, 1981 for a five-year term)
Assistant Treasurer, William MacMillan

State Appointee, Felix Perrault (former State Representative appointed November 6, 1981 to replace Thomas Lafionatis who resigned in July)

The State Audit report for the period October 1, 1979 through June 30, 1981 was completed in August, 1981. All financial procedures were acceptable as per ECCD practices.

Another application was submitted for additional elderly units and again we were not selected for funding. We sincerely wish to thank Lorraine McElroy of the League of Women Voters for the many hours she spent in gathering information for this most recent proposal.

During the year, we purchased a new copy machine, repaired vinyl siding which was blown off by high winds on Xmas Day of 1980, installed smoke detectors in all apartments/halls/community building, replaced a faulty hot water heater, installed wall thermostats in each apartment, and are presently working on ground-fault receptacles for all bathrooms to conform with the State Building Code as updated.

A new lease, including new rules and regulations effective March 1, 1981, was signed by each head of household. Yearly rent redeterminations/interviews were completed in July. The waiting list was updated in Cctober. A policy regarding air conditioners was voted upon and accepted by the Authority.

Several of the members attended many informational meetings and conferences sponsored by ECCD and NAHRC. Our maintenance personnel inspected all apartments and have completed the necessary repairs. We are fortunate to have these fellows and appreciate their dedication.

Doris Saunders was voted President of the Tenants Organization replacing Arthur Mealey who had served two one-year .terms. The tenants continue to hold regular monthly meetings and are a very active group.

The residents enjoy many activities of the Council of Aging and of the Golden Age Club. Well oldster clinics, flu clinics, etc. are well attended. Many residents avail themselves of the Homemaker Services.

The Authority is most fortunate to have such dedicated personnel in all Town Departments and Organizations to work with them in many areas. We extend our deepest appreciation to all of you.

Respectfully submitted,
Edith M. Lowney
Executive Director

Forge Village HUD Grant Advisory Board

A Small Cities Community Development Block Grant for housing rehabilitation in the Forge Village area was awarded to the Town of Westford, 1 May 1981 in the amount of \$320,000.

Spending priorities are determined at the local level, but law cites general objectives which block grant recipients must meet. HUD regulations state that the program should benefit low-and moderate income persons.

The Forge Village Rehabilitation program was designed to eliminate code violations and unsafe conditions, increase energy effeciency and remove lead paint. By offering various forms of financial and technical assistance, the Town, in cooperation with the Middlesex Institution for Savings and participating property owners, will provide for the stabilization and improvement of one of the oldest neighborhoods in the Town of Westford.

A project area has been designated and sixty-six homes have been ear-marked for repairs. As of this date, 28 January 1982, thirty-five homes have been worked on. The Advisory Board is pleased with the progress of the project and expects to have all work completed by 31 October 1982.

A seven member committee was appointed to make policy decisions on the operation of the program which will enable the goals to be met.

Advisory Board meetings are open to the public and are posted at the Town Hall. Meetings are held at the Forge Village Housing Rehabilitation Office at 14 North Main Street, Graniteville.

The staff is available to answer any questions and can be contacted by calling 692-4167, Monday thru Friday between 8:30 am. and 4:30 pm.

The Committee would like to thank the Board of Selectmen for their support. We extend our appreciation to David Allen of Westford Anodizing for providing rent free office space for this very important project.

Respectfully Submitted,

Mary E. Smith, Chair
Felix Perreault, Vice-Chair
Helen Drolet
Jeff Hall
William Collins
Arthur Pellerin
Steven Sczylvian

WESTFORD HUMAN SERVICES COMMITTEE

The Human Services Committee serves as the Town's Community Action Committee (CAC), serving the interests of low and moderate income families in Westford. Monthly meetings allow for an exchange of information among representatives from area agencies providing human services to Westford residents, and such a forum tends to increase the co-operation among the agencies and reduce duplication of effort and programs. An annual budget of \$ 500.00 is provided by Community Teamwork Inc of Lowell.

Action by the Committee in 1981 ensured continued funding for the Respite Care Program (providing at home care for elderly thus allowing their families time away from home), and extended the transportation service for Westford elderly to include trips to Boston hospitals. The Committee underwrote the expense for this additional service.

Agency representatives attending Human Services Committee this year include:

Jean Downey - First Parish Outreach; Women's Rap Francesca Denton - Director, Fletcher Library Robert Keating - SHARE

Michael Kon - Healthworks Tom Bragon

Mickey Crocker - Town Aide

Teddie Anderson - Nashoba Associated Boards of Health

Sue Powers

Mary Neville - Westford Jr. Womens Club

Carolyn Hubers - Elder Services of Merrimack Valley

JoAnne Moulton - Board of Directors, Elder Services Jane Coleman - Westford Schools Special Education

George Pomeroy - Director, Roudenbush Community Center

Jerri Buffo - Program Assistant, Roudenbush Community Center

Ellen Harde - Roudenbush Community Center

Pat Palayma - Lowell Visiting Nurses

Irene Kreider - LVNA

Muriel Drake - Board of Directors, LVNA

Claire Westwood - Senior Aide

Ruth Hendrickson - Respite Care Program

Avis Hooper - Lowell Girls Club

Gail Bos - Roudenbush Children's Center

Brain Yates - Community Teamwork

Helen Desmond - Westford Golden Age Club

Meetings are held the fourth Tuesday of the month at Roudenbush Community Center at 3:00 pm, and all residents interested in the delivery of human services to Westford residents are welcome to attend.

> Respectfully submitted, Ellen Harde, Chairman JoAnne Moulton, Secretary

INDUSTRIAL COMMISSION

REPORT

1981

The Industrial Commission treated 1981 as a settling-in period, trying to adjust and handle the new-found demand for industrial space in the Town of Westford. The Board considered and rejected the idea of asking the Town to expand the current Industrial Zone, our thinking being that the Town should stick with a growth rate that it can handle and it was the Board's opinion that the growth rate anticipated for 1981 was one that the Town could adequately handle and, in retrospect, that judgment turned out to be correct.

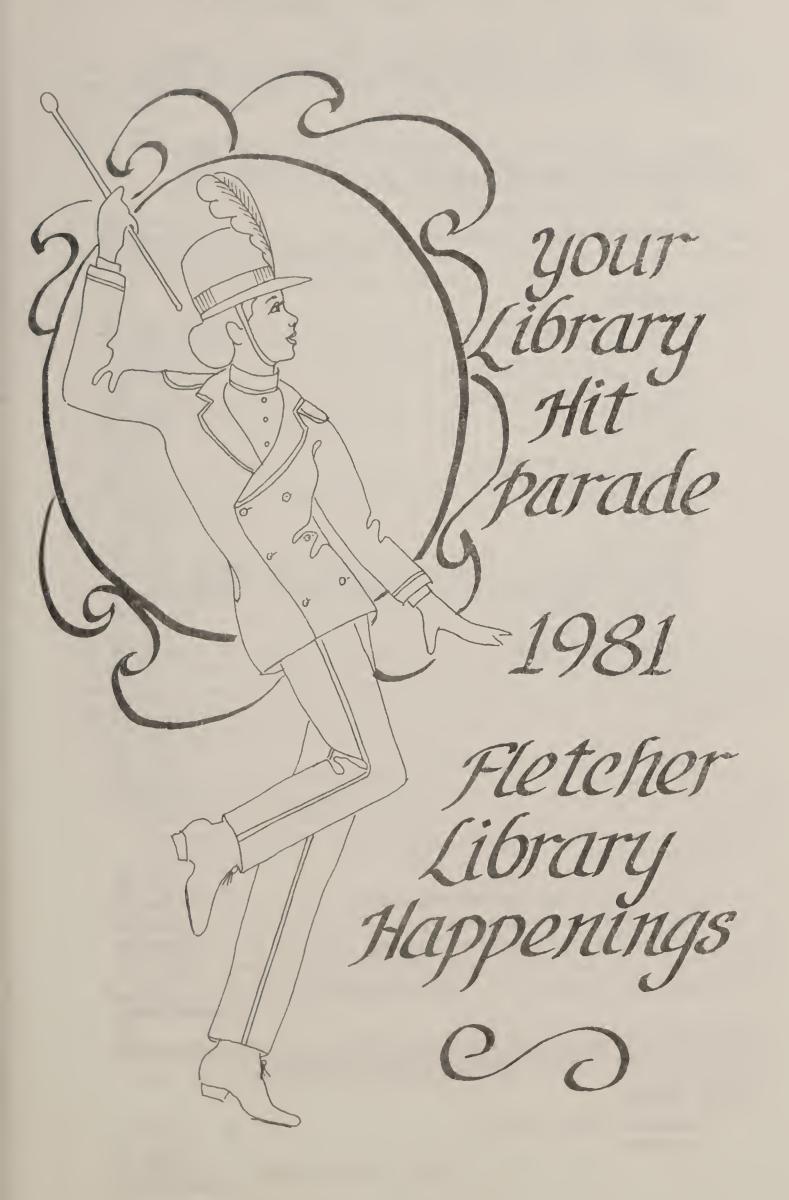
There does appear to be a need in the future for more industrial zoning in the Town of Westford, but in all likelihood, the Board will wait until 1983, unless specific requests are brought in, at which time the Board would review each one on its individual merit.

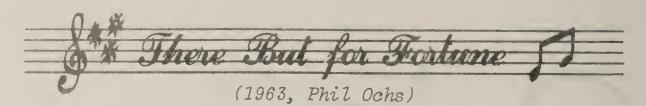
Some impact on our tax base will begin to be felt this tax year, but the greatest impact will be felt in the 1982-1983 tax year.

The Board is generally pleased with the new companies in the Town, and with the structures that they have built. We do believe that Westford will continue to be an attractive place for industry in the 1980s. We will continue to encourage a reasonable growth rate of our industrial base.

Respectfully submitted,
The Industrial Commission

Howard J. Hall, Chairman





1980/1981 Appropriations & Expenditures

RECEIPTS - Salaries and Operating Budgets:

Town Appropriation \$153,061.00 Commonwealth of Massachusetts 6,475.50 TOTAL APPROPRIATED \$159,536.50

EXPENDITURES

Salaries & Wages	\$100,456.19
Books	17,918.67
Standing Orders/Reference	4.056.75
Magazine subscriptions	2,526.39
Binding	114.10
Microfiche	420.79
Document conservation	. 45.60
Records/Cassettes	1,271.28
Framed prints	601.64
Postage	214.17
Publicity	504.90
Dues/Travel	208.01
Library supplies	1,690.49
Office supplies	1,147.30
Janitorial supplies	717.73
Bookmobile expense	920.75
Insurance	860.00
Water	49.40
Oil	2,382.45
Electricity	4,429.85
Repairs/Contractual services	1,009.95
Telephone	2,033.95
TOTAL EXPENDED	\$143,580.36

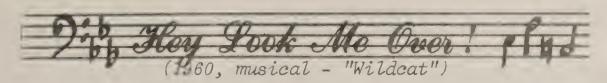
CAPITAL OUTLAY - expenditures

Smoke detection system	\$ 5,762.58
Public restroom renovation/repair	500.00
Heating system upgrade	3,960.00
Insulation and weatherstripping	3,612.78
TOTAL EXPENDED	\$ 13,835.36
TOTAL UNEXPENDED	\$ 2,120.78*

^{*}This sum remains due to the bid award for the smoke detection system coming in much lower than was anticipated.

TRUST FUNDS

Receipts	from	interest			\$ 5,898.87
Expended					4,209.12
			TOTAL	UNEXPENDED	\$ 1,689.75



Your Fletcher Library's "Hit Parade" presents the most popular programs and services of the 1981 library season. The following is a musical tabulation of Westford's taste in popular library services.

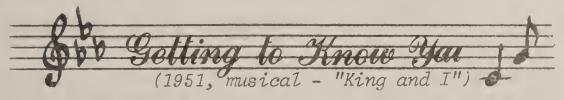
(1965, The Kingston Trio)

The circulation of Library materials enjoyed another banner year with an 8% increase in the number of materials borrowed by residents (total circulation = 92,489).

The Bookmobile had a M.O.S.T. impressive 37% increase in usage over 1980, with over 9,250 library materials loaned to residents via this mobile outreach service.

The free museum passes continued to be star attractions with 279 circulations -- a 52% increase in usage over 1980!

Over 3,450 people attended 178 Library programs and activities presented for adult, children's, and family audiences.



In an effort to get to know the service priorities and informational needs of library users, the Fletcher Library Staff conducted a user survey. A questionnaire was randomly distributed at the Library's service desks to library users. Tabulated results highlighted the following trends and areas of concern:

52% of those responding noted that the <u>single</u> most important purpose for which they use the Library was to acquire reading materials for leisure time use. The next highest percentages (26% and 21%) use the Library for informational material related to school and personal interests respectively.

The heaviest-used collections are the adult fiction and nonfiction collections, with respondents indicating their satisfaction with the scope of these collections. Tabulated results alerted Staff to the need for collection improvements in the adult and children's record, cassette and paperback collections.

Respondents cited their overwhelming satisfaction with Staff help and the library's hours of service.

Children's programs were the most utilized and most appreciated program services.

3 9'b Brother Can You Spare A Dime (1932, E.Y. Harburg)

Grantsmanship continues to be an administrative priority in order to supplement and enhance the Fletcher Library's functions and programs.

TEXTILE CONSERVATION AWARD was received to restore and conserve three historic samplers, dating from 1812-1825. The award was made by the Commonwealth of Massachusetts Council on the Arts and Humanities, a State Agency. Funding was matched by the Library Board of Trustees through trust funding. The samplers are part of the Library's historic arts collection and are on display in the Library's Mary Atwood Lecture Hall.

ENERGY CONSERVATION AWARDS from the Massachusetts Office of Energy Resources and the U.S. Department of Energy funded a professional audit of the Library's energy consumption and detailed specific projects and recommended conservation improvements in order to maximize the facility's energy efficiency.

The Fletcher Library is deeply indebted to the following Community groups and organizations for their support and assistance in making 1981 a very successful year for Library services and activities:

FRIENDS OF THE LIBRARY's Annual Book Sale earned \$1,350.00 for the Library, and funded reupholstering of the Browsing Room chairs, new oak bookshelves, new landscaping for the front of the Library and gardening equipment. The Friends also sponsored a book appraisal program and conduct monthly adult book discussion groups at the Library.

WESTFORD GARDEN CLUB provided monthly floral arrangements to beautify the Library's service desks. The holiday season decoration of the Library was enjoyed by all visiting the Library and attending the Annual Open House. Members of the Garden Club contributed their time, expertise and efforts to landscape the front of the Library building.

WESTFORD JUNIOR WOMEN'S CLUB co-sponsored teen programs on skin and hair care, nutrition and cosmetics, and also funded the purchase of books for the Children's Room.

WESTFORD LEAGUE OF WOMEN VOTERS funded and staffed an informa-

tion line set up at the Library to answer the Community's questions regarding hazardous waste and the proposed IT waste plant siting in Westford. The Library provided the League with space for this operation and the League provided residents with very pertinent and detailed information on this issue through the Library's service desks.

WESTFORD PUBLIC SCHOOLS cooperated in the Library's Summer Reading Program for children by loaning 500 books to the Fletcher Library for children to read during summer recess. Library patrons helped make this a successful, cooperative endeavor by returning all of these borrowed library materials.

ROUDENBUSH COMMUNITY CENTER co-sponsored a field trip to Macomber Farm, the Massachusetts Society for the Prevention of Cruelty to Animals' educational facility. This was done as part of the children's summer program activities.

GIRL SCOUT CADET TROOP 194 presented a special holiday story hour for young children attending the Library's Annual December Open House.

In closing, the Library Board of Trustees and Staff would like to thank Westford residents for their support and assistance in making 1981 a very successful year for library services and programs. We therefore would like to leave you with our top tune of the "Hit Parade" . . .



BOARD OF TRUSTEES

Dorothy Swanson, Chair
Richard Joy
Nancy Russo
James Healy, Jr.
Lisa Dagdigian
Mary Ann Finnegan

Francesca Denton, Library Director

The Lowell Regional Transit Authority finances a curb to curb transportation service called, the Westford Road Runner. Road Runner is available on an advance reservation basis to Westford residents who are handicapped or 60 years of age or older. Road Runner can accommodate ambulatory and wheelchair bound persons. Through the LRTA, 75% of the cost of the service is financed through State and Federal funds.

To use the service a potential rider calls 448-2071 at least one day in advance to reserve the time when they would like to be transported. Road Runner can be used for shopping, medical trips, recreation, visiting friends and relatives, the hot lunch program, and other special reasons. The service is available as follows: Sunday, church only; Monday 10:00 a.m. to 2:00 p.m.; Tuesday 9:00 a.m. to 4:00 p.m.; Wednesday, 9:00 a.m. to 4:00 p.m.; Friday 11:00 a.m. to 1:00 p.m. Fares for the service are 15¢ per one-way trip within Westford, and 30¢ per one-way trip to Lowell, Littleton, Groton, Chelmsford, Nashua or Burlington Malls. Transportation to and from the Golden Age Club monthly meeting is also provided.

Ridership was 3,732 for 1981.

Westford's representative to the LRTA Advisory Board is Mr. Edward T. Sullivan.

Edward T. Sullivan

urt 3/23/82

MARRIAGES

Recorded by the Town Clerk - 1981

DATE	NAME	AGE	RESIDENCE	BIRTHPLACE
Sep 27	Anderson, John A Jr	24	Chicago Ill	Florida
	Bennett, Elizabeth	22	Chicago Ill	
Sep 26	Bagni, Charles E	25	Westford	Waltham
of ac	Gilpatrick, Gail	25	Westford	Lowell
Sep 12	Bedinger, Douglas A		Westford	Chelsea
- op	Blowey, Linda		Westford	
Sep 25	Britton, Michael F	25		Lowell
- op ->	Millette, Suzanne A		Westford	Lowell
Jul 11	Brooks, Eugene H Jr	20	Westford	Springfield
	Milot, Robin M	18	Westford	Lowell
Sep 18	Cannata, Michael Paul	24	Haverhill	
TOP I	Keenan, Deborah Anne	24	Westford	Lowell
Jun 14	Castanza, James A	23	Acton	Ayer
	Campbell, Cynthia A	20		
Jan 3	Chestnut, William J	23		Boston
	Andrews, Carol J	27		Lowell
Feb 28	Christakos, John R	23		Lowell
160 20	Chaisson, Kim E	20	Westford	Lowell
May 3	Clark, Martin	21	Lowell	Lowell
indy)	Mack, Deborah	20	Westford	
Jun 21	Clement, Scott E	21	Chelmsford	Methuen
oun 21	Whigham, Cheryl A	22	Westford	Lowell
May 22	Connell, Steven		Westford	
riaj ZZ	Grimes, Catherine	20		Fall River
Oct 23	Crocker, Keith M	22	Westford	Lowell
000 2)	Dussault, Susan	21	Westford	Lowell
May 3	Curdo, Paul D	25	California	Lynn
riay)	House, Joy M	25	Westford	Concord
Apr 16	Curdy, Vinet I	72	Westford	Wisconsin
Apr 10	Higgins, Opal F (Pickett)	61	Wisconsin	Tenn
May 30	Curran, Michael J	21	Southbridge	
nay N	Limperis, Linda Anna	21	Westford	Dracut
Apr 25	Denison, John C	26	Westford	Cambridge
Mpr c.)	Cunniffe, Maureen L	24	Westford	Waltham
Dec 22	Devine, Richard J	38	Westford	Waltham
D60 22	Devine, Lorraine M	40	Westford	Cambridge
Jul 4	Doolin, Joseph H	19	Westford	Sommerville
oul 4	Woodward, Diane C	18	Westford	Concord
Sep 18	Duggan, David F	21	Westford	Lowell
Sep 10	Beauregard, Lisa A	18	Westford	Lowell
Nov 21	Duggan, William F	28	Pepperell	Lowell
101 61	Miller, Lisa D	24	Pepperell	Columbus O
Dec 4	Ensor, George F Jr	38	Westford	So Carolina
200 4	Jewett, Sandra Ann	37	Westford	England
Jan 16	Farmer, Mark D	24	Missouri	Missouri
Jan 10	Beattie, Alynn J	23	Westford	Kentucky
May 16	Ferreira, Francis Paul	34	Westford	Lowell
123 10	Ciborowski, Gail	27	Westford	Worcester
	OTDOLOMBUT! GOTT	21	was cloud	MOLCARCAL

DATE	NAME	AGE	RESIDENCE	BIRTHPLACE
Jan 24	Forde, Stephen J III	22	Westford	Hyannis
Cour L i	Kalinen, Dawn	22	Westford	Fitchburg
Apr 25	Foye, Robert F	33	Westford	Boston
pr /	Grady, Cynthia L (Hodge)	29	Westford	Lowell
Aug 30	Gemmellaro, Anthony P	24	Dracut	Lowell
	Macrina, Theresa	28	Westford	Lowell
Nov 1	Green, Raymond J	28	Lowell	Lowell
1101 1	Abbott, Judith C	25	Nashua N H	
Aug 8	Greenwood, Tracey R	23	Chelmsford	Elyria 0
	LaPan, Patricia A	26	Westford	Lowell
Nov 14	Griffin, Albert F Jr	21	Westford	Boston
1101 11	Duffany, Deborah	18	Westford	Lowell
Jul 25	Hafner, William J	32	Nashua N H	
	Patenaude, Charlene V	33	Nashua N H	Boston
Jun 6	Hultgren, Gary W	29	Westford	Cambridge
oun o	Cunniff, Joan M	24	Stoneham	Winchester
Oct 20	Jaensch, Joachim	40	Westford	Germany
000 20	Konenberg, Petra	23	Westford	Germany
Jul 18	Janson, William C	30	Westford	Maine
oul 10	Carlisle, Priscilla B	27	Westford	Trenton N J
Aug 8	Jennings, Peter		Lowell	Natick
nug 0	Gerace, Dianne	19	Lowell	Lowell
Aug 1	Johnson, Jack W	44	Westford	Lowell
Aug I	MacAulay, Marlene A	40	Westford	Boston
Aug 8	Jones, Joseph B Jr	26	Concord N H	Roxbury
Aug 8	Bowie, Cynthia R	22	Concord N H	
Sep 26	Kane, Dennis P Jr	22	Westford	Lowell
bep 20	Provost, Suzanne M	18	Groton	Lowell
Feb 14	King, Scott G	21	Westford	Valdosta Ga
100 11	Shirar, Janet M	20	Westford	Germany
May 16	Kintz, Christopher J	22	Groton Conn	
.adj 10	Gauthier, Susan A	21	Westford	Lowell
Jun 20	Lavoie, Benoit G	23	Nashua N H	
	McDonald, Susan M	22	Nashua N H	
May 2	Leach, Wilfred F	49	Chelmsford	Vermont
	MacWilliams, Carolyn (Farnum)	41	Westford	Boston
Oct 17	Lee, B Philip	40	Westford	Dayton . O
	Sinclair, Lee A	38	Westford	Alabama
Apr 11	Leedberg, Thomas E	24	Westford	Lowell
	Patterson, Lynne H	18	Tyngsboro	
Oct 24	Lessard, Raymond J	23	Westford	Lowell
	McCaffrey, Mary T	22	Dracut	Cambridge
Oct 27	LoPilato, Gerald T	57	Westford	Woburn
	Radford, Elizabeth B	34	Westford	Groton
May 10	Lorigan, William Andrew	23	Chelmsford	Lowell
3	Fisher, Elizabeth Ruth		Westford	Mass
Mar 15	Lynam, Shaun	27	California	
	Anderson, Colleen	24	California	Alaska
May 30	MacDougall, Peter G	26	Westford	Lowell
	Parker, Christina Mary		Westford	Concord
Aug 21	Malley, Peter A	28	Westford	Lowell
0 51	Courchaine, Diane M	25	Westford	Bethesda Md
		-/		Doonesda Fid

DATE	NAME	AGE	RESIDENCE	BIRTHPLACE
Feb 14	Marchand, Raymond D Jr	21	Westford	Lowell
200 2.	Page, Sharon L	19	Westford	Lowell
Aug 8	Marinilli, Anthony S	25	Westford	Walpole
	Zinka, Louise M	28	Medford	Boston
Sep 5	McHenry, Thomas F Jr	37	Westford	Queens N Y
Sep)	Bishop, Kathryn M	27	Westford	Maine
Jan 3	McLean, George D	48	California	Gilroy Cal
Van)	Woodbury, Carolyn I	44	Westford	Bradford Pa
Aug 21	Mlinar, Anthony J	31	Nashua N H	Ohio
	Oman, Beverly E	20	Westford	Cambridge
May 2	Moen, Johannes M M C	23	Holland	Holland
J	Donahoe, Joanne (Ozga)	38	Westford	Norwich Conn
Aug 15	Pacini, Donald F Jr	21	Westford	Scranton Pa
	Scanlon, Lynda M	19	Westford	
Aug 1	Pippin, Richard	33	Hudson N H	Tennessee
	Olson, Linea D	27	Westford	Arlington
Jan 24	Potts, John M Jr	21	Westford	Melrose
voii e .	McManus, Joan E	21	E Pepperell	
Mar 8	Purpura, John A	44	Chelmsford	Lowell
	Herget, Jeanne A (Henry)	42	Westford	Florida
May 30	Rake, Gary	32	Merrimac	Woodbury NJ
	Hanson, Denise Joan	28	Merrimac	Malden
Jun 20	Romac, Richard J II	25	Virginia	New York
	Gray, Melissa H	24	Shirley	Ayer
May 30	Rugo, John M	23	E Pepperell	
isas ye	Kostka, Michele J	25	Westford	Michigan
Jun 6	Russell, Kenneth B	34	Westford	Lowell
	Pessotti, Anne G (Bergeson)	31	Westford	Lancaster
Aug 22	Sellers, Laine H	22	Westford	Marlboro
8	Sigman, Priscilla	21	Lowell	Lowell
May 17	Silva, Norman G	26	N Billerica	
	Caless, Jean E	22	Westford	Lowell
May 9	Smith, Brian L	26	Westford	Lowell
	Tuttle, Janis K	24	Mansfield	Ayer
Aug 22	Smith, James C	34	Maine	New York
•	Hanley, Constance	35	Maine	Framingham
Nov 14	Smith, William W	55	Connecticut	Alabama
	Frasier, Linda P	37	Westford	Arlington
Nov 14	Snell, William L	33	Bedford	Mississippi
	Shaw, Beverly A	43	Westford	Pittsfield
Sep 26	Spurrell, Roger S Jr	23	Tyngsboro	Lowell
	Graves, Cindy L	23	Westford	Groton
Aug 29	St Gelais, Patrick L	27	Westford	Lowell
	Eacrett, Madeline L (Skehan)	29	Westford	Lowell
Mar 7	Tebbetts, Daniel G	22	Westford	Lowell
	Bellemare, Gail A	21	Westford	Lowell
Apr 10	Tierney, John W Jr	28	Westford	Connecticut
	Del Papa, Louise	26	Westford	Lowell
Sep 5	Tompkins, Kenneth A	19	Westford	Concord
	Markauskas, Cassandra R	17	Westford	Byrn Mawr Pa
May 2	Unger, Allan	46	Westford	Brooklyn NY
	Boeh, Jennifer	32	Westford	St Joseph Mo

DATE	NAME	AGE	RESIDENCE	BIRTHPLACE
Oct 11	Valley, Daniel M	28	Westford	Lowell
	Marcouillier, Betsy K	25	Westford	Lowell
Jun 4	Vose, James U	43	Westford	Machias Me
	Wilson, Katherine P	34	Westford	Beverly
Aug 1	Walkinshaw, John W	36	Westford	Mass
0	Poniatowski, Susan E	23	N Chelmsford	Detroit Mi
Aug 15	Webber, Gene I	22	Westford	Oregon
9	Eastman, Dorothy A	18	Billerica	NConway NH
Sep 27	Wood, Alden Francis	34	Westford	Lowell
	Zall, Diane Marie	31	Westford	Boston
Aug 16	Zakos, Dimitri Z	35	Westford	Lowell
	Daly, Jean M	31	Westford	Lowell

Total Marriages Recorded - 82

ANNUAL TOWN MEETING - May 9, 1981

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in town affairs, held at Abbot Middle School on Saturday, May 9, 1981, called to commence at 10:00 a.m., the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. The attendance was 645 registered voters of the 7,319 registered voters of the Town of Westford.

William Kavanagh, Town Moderator, called the meeting to order.

It was voted to dispense with the reading of the warrant in its entirety and to proceed to the first article.

ARTICLE 1. In addition to the report contained in the 1980 Town Report, the Alternate Insurance Committee had reported to the Selectmen that they were not in favor of any changes in the present insurance. This report is contained in the minutes of the Selectmen's Meeting.

ARTICLE 2. It was voted unanimously that the salaries and compensation of the following elected officers be established as follows, effective as of July 1, 1981: (Finance Committee Approved)

Selectmen: Chairman \$ 1,100.00 per year Other members 950.00 each per year Board of Health 250.00 each per year Treasurer-Tax Collector 15,848.00 per year Town Clerk 9,733.00 per year Tree Warden 3.53 per hour Assessors: Supervisor 6.70 per hour Other Two members 6.20 per hour 400.00 each per year Water Commissioners Cemetery Commissioners 200.00 each per year

ARTICLE 3. It was voted that the Town amend its Consolidated Classification Plan, Compensation Plan and Personnel By-Laws:

(Finance Committee Approved)

- (1) By striking, in its entirety, the present Paragraph (b) of Section 2 and inserting in place thereof the following new Paragraph (b):
 - (b) All open positions, part time and full time, for employment in the Town, except those positions filled on an emergency basis, shall not be filled until they have been posted for seven full days on the bulletin board at the Town Hall and the job title filed with the Town Accountant.

- (2) By striking, in its entirety, the present Paragraph (g) of Section 2 and inserting in place thereof the following new Paragraph (g):
 - (g) Each Department Head subject to this plan shall include in his estimated budget prepared for the Finance Committee a pay adjustment section setting forth in detail the amounts which will be required for anticipated pay adjustments during the ensuing year.
- (3) By striking each and every wage rate in Section 3, The Compensation and Wage Plan, and inserting in place thereof the following new Section 3:

SECTION 3. THE CLASSIFICATION and WAGE PLAN (effective July 1, 1981:

The classification and wage plan establishing the occupational categories. The wage rates, and the present hourly rates. Any employee subject to this by-law during fiscal year 1981-1982 shall, beginning July 1, 1981, be paid at the wage rate and within the occupational category.

The step increases and classification changes after July 1, 1981 shall not take effect until approved by the Personnel Board.

	Step 1	Step 2	Step	3 Step 4
Clerk Clerk Typist Board Secretary Principal Clerk Head Clerk Senior Clerk Office Manager	3.74 4.31 4.31 4.93 5.66 6.50 5.80	3.86 4.43 4.43 5.07 5.83 6.68 5.96	6.9	7 4.81 7 4.81 8 5.54 6 6.37 7.29
Town Accountant** Community Center Director** Executive Secretary**	Min.	\$11,242.00 \$12,500.00 \$13,403.00	Max. \$	14,974.00 16,200.00 15,598.00
Cemetery Superintendent** Cemetery Laborer Cemetery Maintenance Man Water System Maint. Man Working Foreman-Water Water Superintendent** 18 Water Pump Operator Highway Superintendent** Sprayer Operator (Licensed) Building Custodian Building Maintenance Man Town Hall Custodian**	3.65 3.76 5.97 6.53 ,362.00 6.24 Min. 5.80 3.95 4.98	19,097.00	3.92 4.15 6.63 7.20 19,860.00 6.91 Max. \$2	+ 5.59

	Step	Step 2	Step 3	Step 4
Call Fire Fighter Call Fire Lt. Call Fire Capt. Deputy Call Fire Chief	5.68 5.78	Flat Rate Flat Rate Flat Rate Flat Rate		
Fire Chief** Fire Clerk**	18,362.00 8,508.00	19,097.00	19,860.00	20,853.00
Police Officer, Specia Traffic Supervisor		Flat Rate Flat Rate		
Dispatcher, 1st Shift Dispatcher, 2nd Shift Dispatcher, 3rd Shift	4.89 5.31 5.71		5.69	
Police Clerk Administrative Clerk Records Supervisor	5.43 6.16 5.74	6.35		
Police Chief**(Per year except as otherwise se Special or General Law	et by	18,452.00	19,291.00	20,063.00
Dog Officer**	Min.	\$11,242.00	Max. \$13	,608.00
Library Assistant III Library Assistant II Library Assistant I Library Asst. Director Library Director**	5.89 Min.	4.17 5.08 6.18 \$11,990.00 \$14,974.00	5.34	5.60 6.79 ,260.00
Town Aide/Veterans Age	ent** Min.	\$10,606.00	Max. \$13	,608.00

^{**}Per Year

There shall be a shift differential of 10% for regularly scheduled hours after 6:00 p.m. For all employees covered by the Personnel By-Laws with the exception of position of Police Dispatchers.

(Finance Committee Approved)

(Motion carried unanimously unless otherwise indicated)

ARTICLE 4. It was voted that the following sums be raised and appropriated for the ensuing fiscal year for the several and specific purposes hereinafter designated, and the sums be expended for such purposes under the direction of the respective Officers, Boards and (Finance Committee Approved)

(Voted unanimously unless otherwise indicated as **-Carried)

SELECTMEN

3 3 3 3	101 102 102a 102b 102c	Board of Selectmen, Salaries Board of Selectmen, Expenses Executive Secretary Salary Clerk's Salary Energy Coodinator Hazardous Waste Coordinator Misc. Services & Expenses Capital - Desks	\$ 4,900.00 4,985.00 14,871.00** 8,836.00 455.00 151.00 1,000.00	
		GRAND TOTAL		\$ 35,198.00
TOWN	ACCOL	INTANT		
		Town Accountant Salary Clerk's Salary	\$ 14,973.00 4,280.00	
		Total Salary & Wages	\$ 19,253.00	
		Office Expense Audit	\$ 1,350.00	
		Total Office Expense	\$ 1,350.00	
	_	Capital Air Conditioner Calculator	\$ 500.00	
		GRAND TOTAL		\$ 21,303.00
TREAS	SURER-	-COLLECTOR		
	106 106a	Treasurer-Collector Salary Clerical Wages	\$ 15,848.00 34,537.00	
		Total Salary & Wages	\$ 50,385.00	
	107 107a	Office Expense Interest on Temporary Loans	\$ 12,730.00	
		Total Office Expense	\$ 12,730.00	
		Capital Posting Machine Calculator Counter Window	\$ -0- -0- 200.00	
		GRAND TOTAL		\$ 63,315.00

ASSESSORS

		Assessors Salaries Clerical Wages	\$ 28,553.00		
		Total Salary & Wages	\$ 48,285.00		
	109	Office Expense	\$ 9,642.00		
	109b 109c 109d	Capital Desk Top Calculator File Cabinet Fire Proof File Typewriter Office Copier (Motion to move to Acct. 121j failed-lack of majority)	\$ -0- -0- 900.00 850.00 2,600.00*	*	
		GRAND TOTAL		\$	62,277.00
mol.n	TOTAL T	GRAND TOTAL		4	02,277.00
TOM	AIDE				
	110 To	own Aide Salary Office Expense	\$ 10,727.00*		
	llla	Capital - Air Conditioner	 -0-		
		GRAND TOTAL		\$	12,027.00
TOWN	COUNS	EL			
		Retainer Expenses	\$ 24,070.00* 5,126.00*		
		GRAND TOTAL		\$	29,196.00
TOWN	CLERK				
		Town Clerk Salary Clerical Wages	\$ 9,733.00		
		Total Salary & Wages	\$ 24,455.00		
	115	Office Expense	\$ 2,425.00		
		Capital Miscellaneous Repair & Mount Air Conditioner	\$ -0- 200.00		
		GRAND TOTAL		\$	27,080.00

REGISTRATION & ELECTIONS

116a	Registrars Salaries Election Workers Salaries State Census	\$ 1,850.00 2,100.00 5,800.00	
	Total Salary & Wages	\$ 9,750.00	
117	Expenses	\$ 5,910.00	
	Capital Ballot Boxes Voting Booths	\$ 1,000.00	
	GRAND TOTAL		\$ 16,660.00
TOWN HOUS	<u>SE</u>		
120 121	Custodian Town Hall Expenses	\$ 4,991.00 12,976.00	
121d 121e 121f 121g 121h 121i	Repair Front Apron Oil Parking Area New Civil Defense Office Town House Roof Repair	\$ -0- -0- -0- 850.00 300.00	
	Sub-Total	\$ 19,117.00	
122 123	Police/Fire Station Maint. CETA Expense	\$ 18,630.00	
	GRAND TOTAL		\$ 37,747.00
ROUDENBUS	H COMMUNITY CENTER		
	Director's Salary Clerk & Other Wages	\$ 15,761.00* 24,204.00	*
	Total Salary & Wages	\$ 39,965.00	
125	Operating Expenses	\$ 16,160.00	
125a	Capital Exterior Building Repair	\$ -0-	
	Total	\$ 56,125.00	
	Less Gift	\$ (8,000.00)	* *
	GRANT TOTAL to be appropriated	\$ 48,125.00	

PLANNING BOARD

	127	Clerk's Salary Office Expense Engineering Fees	\$	2,204.00 2,425.00 9,000.00			
		Sub-Total	\$	13,629.00			
	127c	Capital Print File Table & Chairs Wallboards	\$	-0- -0-			
		GRAND TOTAL to be appropriated	\$	13,629.00			
CON	SERVAT	ION COMMISSION					
	128a	Clerk's Salary Office Expense Capital - File Cabinet	\$	1,082.00* 1,610.00* 200.00*	*		
		Total to be appropriated	\$	2,892.00*	*		
	129	HOUSE NUMBERING			\$		400.00
	130	PERSONNEL BOARD			\$		100.00**
BOA	RD OF	APPEALS					
		Clerk's Salary Office Expense	\$	575.00 925.00			
		Total to be appropriated	\$	1,500.00			
FIN	ANCE C	OMMI TTEE					
	-	Clerk's Salary Office Expense	\$	575.00 225.00			
		GRAND TOTAL			\$		800.00
	133	CAPITAL OUTLAY COMMITTEE					300.00
	136	COUNCIL AGING				5	,470.00
	137	HOMEMAKING SERVICES					637.00
	138	RETIRED SENIOR VOLUNTEERS PR	OGRAM				300.00
	139	LOWELL MENTAL HEALTH					-0-
	141	MERRIMACK VALLEY LEGAL SERVI	CES				600.00

146 UNEMPLOYMENT COMPENSATION 20,000.00 147 BLUE CROSS/BLUE SHIELD 205,000.00 151 TOWN REPORTS 5,500.00 152 MEMORIAL DAY 1,000.00 153 VETERANS* QUARTERS 900.00 154 LICENSE EXPENSE & ADS 1,000.00 155 REAL ESTATE APPRAISALS 500.00 156 INDUSTRIAL & DEVELOPMENT COMMISSION 500.00 157 HISTORIC DISTRICT STUDY COMMITTEE 500.00 158 NMAC 2,850.00 161 MOSQUITO CONTROL COMMITTEE -0- POLICE DEPARTMENT 200 Chief's Salary 8 33,723.00 200a Patrolmen's & Other Wages 609,240.00 Total Salary 8 Wages \$ 642,963.00 201 Operating Expenses \$ 99,795.00 Capital Cruisers \$ 29,635.00 204 Photo Equipment -0- 204 Radar (100% reimbursable) 500 204 Street Marking Paint 2,000.00 204 Portable Radios (4) -0- 205 Portable Radios (4) -0- 206 Portable Radios (4) -0- 207 Portable Radios (4) -0- 208 Portable Radios (4) -0- 209 Portable Radios (4) -0- 200 Portable Radios (4) -0- 20	145	INSURANCE		\$ 90,797.00				
151 TOWN REPORTS 152 MEMORIAL DAY 1,000.00 153 VETERANS* QUARTERS 1,000.00 154 LICENSE EXPENSE & ADS 1,000.00 155 REAL ESTATE APPRAISALS 500.00 156 INDUSTRIAL & DEVELOPMENT COMMISSION 157 HISTORIC DISTRICT STUDY COMMITTEE 500.00 158 NMAC 161 MOSQUITO CONTROL COMMITTEE 200 Chief's Salary 200a Patrolmen's & Other Wages Total Salary & Wages 4 S42,963.00** 201 Operating Expenses 5 29,633.00** 204 Photo Equipment 204 Radar (100% reimbursable) 204 Street Marking Paint 204 Cruiser Shields (4) 204 Typewriter 204 Photo Storage Units 204 Photo Storage Units 204 Transfer from Stabilization Fund 5 745,815.00**	146	146 UNEMPLOYMENT COMPENSATION						
152 MEMORIAL DAY 153 VETERANS* QUARTERS 154 LICENSE EXPENSE & ADS 155 REAL ESTATE APPRAISALS 156 INDUSTRIAL & DEVELOPMENT COMMISSION 157 HISTORIC DISTRICT STUDY COMMITTEE 500.00 158 NMAC 161 MOSQUITO CONTROL COMMITTEE 200 Chief's Salary 200a Patrolmen's & Other Wages Total Salary & Wages 201 Operating Expenses 202 Photo Equipment 203 Cruisers* 204 Radar (100% reimbursable) 204a Radar (100% reimbursable) 204b Street Marking Paint 204c Cruiser Shields (4) 204c Typewriter 204d Photo Storage Units 204d Photo Storage Units 204d Typewriter 204d Photo Storage Units 204d Transfer from Stabilization 205 Fund 3 775,448.00* 275,815.00**	147	151 TOWN REPORTS 152 MEMORIAL DAY						
153 VETERANS* QUARTERS 154 LICENSE EXPENSE & ADS 1,000.00 155 REAL ESTATE APPRAISALS 156 INDUSTRIAL & DEVELOPMENT COMMISSION 157 HISTORIC DISTRICT STUDY COMMITTEE 500.00 158 NMAC 161 MOSQUITO CONTROL COMMITTEE 200 Chief's Salary 200a Patrolmen's & Other Wages Total Salary & Wages 5 33,723.00** 201 Operating Expenses 5 99,795.00** 202 Capital 203 Cruisers* Capital 204 Photo Equipment 204a Radar (100% reimbursable) 204b Street Marking Paint 204c Cruiser Shields (4) 204c Cruiser Shields (4) 204c Typewriter 204g Portable Radios (4) 204d Photo Storage Units 204d Photo Storage Units 204d Typawriter 204d Typawriter 204d Photo Storage Units 204d Typawriter 204d Typawriter 204d S5mm Camera System GRAND TOTAL * Transfer from Stabilization Fund \$ 775,448.00** (29,633.00)** 745,815.00**	151							
154 LICENSE EXPENSE & ADS 1,000.00 156 REAL ESTATE APPRAISALS 500.00 157 HISTORIC DISTRICT STUDY COMMISSION 158 NMAC 161 MOSQUITO CONTROL COMMITTEE 200 Chief's Salary 200a Patrolmen's & Other Wages Total Salary & Wages 4 642,963.00** 201 Operating Expenses 202 Capital 203 Cruisers* 204 Photo Equipment 204a Radar (100% reimbursable) 204b Street Marking Paint 204c Cruiser Shields (4) 204c Cruiser Shields (4) 204d Photo Storage Units 204d Photo Storage Units 204d Typewriter 204g Portable Radios (4) 204d Photo Storage Units 204d Transfer from Stabilization 407.00** 650.00** 6745,815.00**	152							
155 REAL ESTATE APPRAISALS 156 INDUSTRIAL & DEVELOPMENT COMMISSION 157 HISTORIC DISTRICT STUDY COMMITTEE 500.00 158 NMAC 158 NMAC 2,850.00 161 MOSQUITO CONTROL COMMITTEE 200 Chief's Salary 200a Patrolmen's & Other Wages Total Salary & Wages 4 609,240.00** Total Salary & Wages 5 642,963.00** 201 Operating Expenses 99,795.00** 204 Photo Equipment 204a Radar (100% reimbursable) 204b Street Marking Paint 204c Cruiser Shields (4) 204f Typewriter 204g Portable Radios (4) 204h Photo Storage Units 204k 35mm Camera System GRAND TOTAL *Transfer from Stabilization Fund \$ 745,815.00**	153							
156 INDUSTRIAL & DEVELOPMENT COMMISSION 500.00 157 HISTORIC DISTRICT STUDY COMMITTEE 500.00 158 NMAC 2,850.00 161 MOSQUITO CONTROL COMMITTEE -0- POLICE DEPARTMENT 200 Chief's Salary 33,723.00**	154	154 LICENSE EXPENSE & ADS						
157 HISTORIC DISTRICT STUDY COMMITTEE 500.00 158 NMAC 2,850.00 161 MOSQUITO CONTROL COMMITTEE -0- POLICE DEPARTMENT 200 Chief's Salary 33,723.00** 200a Patrolmen's & Other Wages 609,240.00** Total Salary & Wages \$ 642,963.00** 201 Operating Expenses \$ 99,795.00** 202 Capital Cruisers* \$ 29,633.00** 203 Cruisers* \$ 29,633.00** 204 Photo Equipment -0- 204a Radar (100% reimbursable) -0- 204b Street Marking Paint 2,000.00** 204c Cruiser Shields (4) -0- 204f Typewriter -0- 204g Portable Radios (4) -0- 204g Portable Radios (4) -0- 204h Photo Storage Units 407.00** 204k 35mm Camera System 650.00** GRAND TOTAL \$ 775,448.00** *Transfer from Stabilization Fund \$ 745,815.00**	155	REAL ESTATE APPRAISALS		500.00				
158 NMAC 161 MOSQUITO CONTROL COMMITTEE 200 Chief's Salary 200a Patrolmen's & Other Wages Total Salary & Wages 201 Operating Expenses 202 Cruisers* 204 Photo Equipment 204a Radar (100% reimbursable) 204c Cruiser Shields (4) 204c Typewriter 204c Typewriter 204d Photo Storage Units 204d Protable Radios (4) 205d Protable Radios (4) 206d Protable Radios (4) 207d Protable Radios (4) 209d Prota	156	INDUSTRIAL & DEVELOPMENT COM	MISSION	500.00				
### POLICE DEPARTMENT 200	157	HISTORIC DISTRICT STUDY COMM	ITTEE	500.00				
## POLICE DEPARTMENT 200	158	NMAC		2,850.00				
200 Chief's Salary 200a Patrolmen's & Other Wages Total Salary & Wages Solution Capital Cruisers* 204 Photo Equipment 204a Radar (100% reimbursable) 204b Street Marking Paint 204c Cruiser Shields (4) 204f Typewriter 204g Portable Radios (4) 204h Photo Storage Units 204b Somm Camera System GRAND TOTAL *Transfer from Stabilization Fund \$ 33,723.00** 609,240.00** \$ 29,633.00** 29,633.00** 29,633.00** 29,633.00** \$ 29,633.00** -0- 2,000.00** 407.00** 650.00** \$ 775,448.00** (29,633.00)**	161	MOSQUITO CONTROL COMMITTEE		-0-				
### Total Salary & Wages ### 609,240.00** Total Salary & Wages ### 642,963.00** 201 Operating Expenses ### 99,795.00** **Capital	POLICE DE	PARTMENT						
201 Operating Expenses \$ 99,795.00** Capital 203 Cruisers* \$ 29,633.00** 204 Photo Equipment -0- 204a Radar (100% reimbursable) -0- 204b Street Marking Paint 2,000.00** 204c Cruiser Shields (4) -0- 204f Typewriter -0- 204g Portable Radios (4) -0- 204h Photo Storage Units 407.00** 204k 35mm Camera System \$ 775,448.00** GRAND TOTAL \$ 775,448.00** (29,633.00)**		· · · · · · · · · · · · · · · · · · ·						
Capital Cruisers* 204 Photo Equipment 204a Radar (100% reimbursable) 204b Street Marking Paint 204c Cruiser Shields (4) 204f Typewriter 204g Portable Radios (4) 204h Photo Storage Units 204k 35mm Camera System GRAND TOTAL * Transfer from Stabilization Fund \$ 29,633.00** -0- 2,000.00** -0- 407.00** 650.00** \$ 775,448.00** (29,633.00)**		Total Salary & Wages	\$ 642,963.00**					
203	201	Operating Expenses	\$ 99,795.00**					
\$ 745,815.00**	204a 204b 204c 204f 204g 204h 204k	Cruisers* Photo Equipment Radar (100% reimbursable) Street Marking Paint Cruiser Shields (4) Typewriter Portable Radios (4) Photo Storage Units 35mm Camera System GRAND TOTAL *Transfer from Stabilization	-0- -0- 2,000.00** -0- -0- 407.00** 650.00**					

FIRE DEPARTMENT

DOG

	206b 206c	The state of the s	\$	22,011.00 30,451.00 9,600.00 1,506.00 4,200.00 9,768.00 15,707.00	
		Total Salary & Wages	\$	93,243.00	
	209	Operating Expenses	\$	38,005.00	
	209b	Capital Pocket Pagers (80/81-60; 81/82-6)	\$	1,445.00	
		Pump Repairs & Modify Engine 5 Paint Boston Rd. Building	5	-0- -0- 920.00 8,139.00	
		Total Capital	\$	10,504.00	
		GRAND TOTAL			\$ 141,752.00
DOG (FFICE	<u>R</u>			
	210 210a	Dog Officer Salary Assistant	\$	14,139.00	
		Total Salary & Wages	\$	15,613.00	
	211 211a	Operating Expenses Capital - Car	\$	5,998.00 -0-	
		Total to be appropriated	\$	21,611.00	
INSI	PECTION	N DEPARTMENT			
	214 214a 216 217 218 220 222	Building Inspectors' Salaries State Inspector (Retainer) Clerical Salary Operating Expenses Plumbing Inspector Wiring Inspector Gas Inspector	\$	16,350.00 1,500.00 11,740.00 3,794.00 4,000.00 4,000.00 2,500.00	
	223b 223c	Capital Calculator Furniture Typewriter File Cabinet	\$	-0- -0- -0- 200.00	
		Total to be appropriated	\$	44,084.00	

TREE DEPARTMENT

Charles and the Control of the Contr				
226 227 228 229	General Expenses New Trees Dutch Elm Control Pest Control	\$ 10,340.00 1,970.00 2,955.00 2,760.00**	k	
	GRAND TOTAL		\$	18,025.00
230	CIVIL DEFENSE		\$	1,600.00
232 232a		\$ 685.00		
	GRAND TOTAL	\$ 685.00		
BOARD OF	HEALTH			
	Board Members' Salary Clerk's Salary	\$ 750.00 900.00		
	Total Salary & Wages	\$ 1,650.00		
301 303 303 304 305 306 307 308 309	Animal Inspector Stable Inspector Agent to Remove Dead Animals Contagious Diseases	\$ 1,650.00 9,701.00 32,407.00 450.00 350.00 1,200.00 250.00 7,800.00 3,000.00		
	Total Operating Expenses	\$ 65,179.00		
	GRAND TOTAL	\$ 66,829.00		
HIGHWAY D	DEPARTMENT			
400 401 402 403 404 405 406 407 403 410	Street Lights Snow & Ice Removal Town Roads Drainage Signs Sidewalks Parks Machinery & Equipment Materials & Resurfacing Sanitary Landfill	\$ 48,397.00 233,726.00** 111,900.00** 18,089.00** 2,000.00** 1,107.00** 25,402.00** 49,948.00** 61,586.00** 51,606.00**	* * * * *	
	Total Operating Expenses	\$ 603,761.00**	k .	

HIGHWAY DEPARTMENT (cont.)

	408e 408f 408s 408i 408j 408k 408l 408m 408n	Capital Street Sweeper Line Gas Tank Air Broom Front End Loaders* Welder Dump Truck Repair 1-ton 4-wheel drive Truck Pick-up Truck 84-inch triplex Mower Handmower Roof Repair & Insulation Total Capital GRAND TOTAL *Taken from Stabilization Fund	-0- -0- -0- -0- 5,000.00** 11,582.00** 8,178.00** 4,650.00** 20,160.00** 49,920.00** 653,681.00** -0-	
		Net to be appropriated		\$ 653,681.00*
WATE	ER DEP	ARIMENT		
	500a	Superintendent's Salary Commissioners' Salaries Others	\$ 21,967.00 1,200.00 109,332.00	
		Total Salaries and Wages	\$ 132,499.00	
	501 502	Maintenance & Operating Exp. Pipe Supplies	\$ 106,100.00	
		Total Operating Expenses	\$ 146,100.00	
		Capital Standpipe Painting Dump Truck Backhoe	\$ -0- 20,762.00 14,515.00	
		Total Capital	\$ 35,277.00	
		Total to be appropriated	\$ 313,876.00	
CEME	TERY D	EPARTMENT		
	550a	Superintendent's Salary Others Commissioners' Salaries	 14,526.00 2,692.00 600.00	
		Total Salaries	\$ 17,818.00	
	553	Operating Expenses	\$ 10,580.00	

CEMETERY DEPARTMENT (cont.)

Capital	
553a Mowers \$ -0-	
553b Truck Repair -0-	
553c Rider Mower Repair -0-	
553d Electric Generator Mower -0-	
553e Edge Trimmer -0-	
553f Loam Sifter -0-	
553h Fence -0-	
553i Road Repair 6,500.00	
553j Riding Mower/Tractor 4,200.00**	
553k Gang Mower 1,900.00	
5531 Push Mower 250.00	
553m Building Repairs 800.00	
Total Capital \$ 13,650.00	
Total \$ 42,048.00	
Less: Trust Fund Income \$ (22,000.00)	
Sale of Lots (1,000.00)	
Grave Openings (-0-)	

SCHOOL DEPARTMENT

It was moved, seconded and failed for a lack of a majority to consider Article 10 before consideration of the School Department budget. Upon the petition for a count, it was voted 166 for, 119 against to take up Article 10.

ARTICLE 10. It failed for the lack of a majority that the Town petition the Westford School Committee to accept and implement the recommendations of the School Consolidation Review Committee which in their report of October 20, 1980 recommended that "no school closings should be contemplated before 1984 and that a new committee should be formed in 1982 to review enrollments and to re-evaluate the recommendations of the two previous committees". (Finance Committee Approved) (Capital Outlay in Favor)

SCHOOL DEPARTMENT

School Committee	\$ 18,299.00**
Superintendent's Office	144,416.00%
Supervision	102,210.00%
School Administration	337,679.00**
Teaching	3,907,679.00**
Textbooks	28,830.00
Library	55,717.00**
Audio Visual	22,047.00%
Guidance	103,318.00**
Psychology	52,092.00
Educational TV	-0-
	Superintendent's Office Supervision School Administration Teaching Textbooks Library Audio Visual Guidance Psychology

SCHOOL DEPARTMENT (cont.)

3200	Health	\$ 30,800,00%
3300	Pupil Transportation	455.428.00%
3400		14,040.00
3500	Student Activity	76,500.00**
4100	Operation	762,014.00tok
4200	Maintenance	190,056.00%
5200	Insurance	3,135.00%
5300	Lease Expense	-0-
6200	Civic Services	688.00ini
6900	Private Transportation	-0-
7000	Capital	25,000.00 ¹
9100	Tuition	300,000.00**
		\$6,629,948.00
	Less PL 874	\$ 44,411.0000
	GRAND TOTAL	\$6,585,537.00

It was moved, seconded and so voted to adjourn until Monday evening, May 11, 1981 at 7:30 p.m.

Adjourned session of the Annual Town Meeting began at 7:30 p.m. on Monday, May 11, 1981.

NASHOBA VALLEY TECHNICAL HIGH SCHOOL

630	Nashoba Valley Technical High School	\$ 372,284.00	
	GRAND TOTAL		\$ 372,284.00

LIBRARY

650 650a	Director's Salary All Others	\$ 18,026.00 96,635.00
	Total Salaries & Wages	\$ 114,661.00
651	Operating Expenses	\$ 42,225.00
652a 652b 652c 652d 652e 652f 652g	Capital Fire Alarm System Carpeting & Drapes Restroom Repair Heating System Upgrade Insulation & Weather Building Security: System Movie Projector	\$ -0- -0- -0- -0- -0- 2,250.00 700.00
	Total Capital	\$ 2,950.00

LIBRARY (cont.)

LIDI	TARI (COIIL.						
		Total	to be appropriate	ed	\$	159,836.00		
		Less:	Dog Licenses Commonwealth Fur	nd	\$	-0- (6,475,00)		
		Net Cos	st to Town				\$	153,361.00
	700	FINANCI	E COMMITTEE RESE	RVE FUND)		\$	60,000.00
	701	COUNTY	RETIREMENT				\$	208,556.00
RECE	REATION	N COMMIS	SSION					
	750	Town Be	eaches		\$	16,550.00		
	751	Summer	Parks			5,781.00		
		Basebal				11,000.00		
						•		
		Skating				-0-		
		Footbal				4,260.00		
	755	Basketl	ball			2,262.00		
	756	Misc. S	Sports (including	g soccer	•)	1,200.00*		
	756a		Account			3,578.00		
	758	Mainter				5,680.00		
	759	-	stration					
	739	Adminis	SCERCION			1,270.00		
		Total			\$	55,901.00		
			n to change from	\$5,520.	00 t	50 \$1,200.00	0	carried
		unar	nimously.					
		Capital	1					
	757a	Town Be	each Dock		\$	-0-		
	757ъ	Fence F	Repair/Fencing			-0-		
		Tennis	-			-0-		
		Backsto				-0-		
			ng repair-(Parker	· Villac	۵)	-0-		
	757£		om (Graniteville)	_	C /	-0-		
						_		
	_		Court Resurfacing	ıg		-0-		
			Defogger			-0-		
	757k	Reseedi	ing (Parker Villa	age)		-0-		
	757m		sh Tennis Court raniteville)			2,700.00		
	757n		Goal Post Bracin	ng/Repai	r	-0-		
		Scorebo		-Or repar	-ta	-0-		
	-	Field I				200.00		
			nprovements (Park	er Vill	age)			
	757r	Boat (E	Edwards Beach)			300,00		
		Total	Capital		\$	4,700.00		
		GRAND 1	TOTAL				\$	60,601.00

VETERANS' AGENT

801	Salary		\$ 2,881.00
802	Operating	Expenses	1,300.00
803	Veterans*	Benefits	30,000.00

GRAND TOTAL

\$ 34,181.00

ARTICLE 5: It was voted unanimously that the Treasurer, with the approval of the Selectmen, be and hereby is authorized to borrow money from time to time in anticipation of the revenue of the financial year beginning July 1, 1981, in accordance with the provisions of General Laws, Chapter 44, Section 4, and to issue a note or notes therefor, payable within one year, and to renew any note or notes as may be given for a period of less than one year in accordance with General Laws, Chapter 44, Section 17. (Finance Committee Approved)

ARTICLE 6: Voted to leave until future adjourned session of Annual Town Meeting.

ARTICLE 7: It was voted to table action under this article until the next Annual Town Meeting and to direct the Board of Selectmen to appoint a study committee to investigate the costs and benefits of accepting the proposed gift and to report on their findings and recommendations.

ARTICLE 8: It was moved, seconded and voted to strike the word "purchase" from the original motion. It was voted unanimously that the Board of Selectmen be and hereby are authorized to acquire by eminent domain or otherwise, a parcel of vacant land supposed to contain two and one-half (2½) acres, more or less, shown on the Assessors' Map C-3, Lot 37, said premises to be managed and controlled by the Conservation Commission under the provisions of Chapter 40, Section 8C of the General Laws.

(Finance Committee Approves under condition of striking the word "purchase" - motion carried unanimously)

ARTICLE 9: It was voted unanimously that the care, custody and control of two parcels of land acquired by the Town by tax lien foreclosure proceedings in Cases numbered T.L. 47574 and T.L. 47575, be and hereby are transferred from the Tax Possession Sale Committee to the Conservation Commission, said premises to be managed and controlled by said Commission under the provisions of Chapter 40, Section 8C of the General Laws.

Article 11: It was moved, seconded, and voted to allow Mr. John Phillips of the NESWC speak in regard to this article. It was moved, seconded and defeated that this article be tabled. The motion to amend this article to "see if the Town will vote to authorize the Selectmen to appoint a committee to study the feasibility of the Town contracting with the Northeast Solid Waste Committee and report these findings to a Special Town Meeting before December 1, 1981" was defeated by a vote 220 nay and 214 ayes.

ARTICLE 11. It was voted that the Board of Selectmen be and hereby are authorized to contract with the Northeast Solid Waste Committee for the disposal of solid waste, which contract will (1) be for a term of twenty years, more or less; (2) include provisions for the delivery of minimum amounts of acceptable waste and payments for the use of the facilities to be based in part thereon; (3) provide for unit prices for the disposal of acceptable waste that will be graduated and for adjustments thereof, for the use of sale of steam, electricity and other by-products resulting from the use of the facility, and for credits or payments to the Town resulting therefrom; (4) provide for similar commitments by other communities; (5) provide for the use by the Town, other municipalities or other persons of the uncommitted capacity of such facility; (6) .contain other provisions incidental and related to the foregoing general matters; and (7) be generally in the form of proposed contract negotiated by representatives of the member communities of the Northeast Solid Waste Committee (NESWC) with such changes therein as may be approved by said Board of Selectmen, a copy of which is on file in the office of the Town Clerk, and further that the Board of Selectmen be directed to change the name of the Sanitary Landfill Relocation Study Committee to the Solid Waste Advisory Committee and to direct the Committee to investigate promptly the available alternative methods of solid waste disposal, including the possibility of contracting with the Northeast Solid Waste Committee, and to report their findings and recommendations to the Board of Selectmen no later than November 1, 1981. (Selectmen in favor) (Capital Outlay in favor)

ARTICLE 12. It was voted that the sum of \$15,000.00 be raised and appropriated to defray the cost of plans, specifications and other engineering data in connection with the proposed program of traffic operational improvements at the intersection of Carlisle Road, Boston Road and Route 110, involving, among other things, the design, location and operation of traffic signs, traffic control signals, traffic islands, or other traffic devices as required.

(Finance Committee Approved)

ARTICLE 13. It was voted that the Town accept a deed from C.G. Sargent's Corporation to the Town, dated May 4, 1981, conveying the Mill Pond in Graniteville, certain other land and easements appurtenant thereto, all of its right, title and interest in and to Stony Brook Dam and any water rights and priveleges appurtenant thereto, all as more particularly set forth in said deed; the acceptance of said deed and said property to be upon such further terms, conditions, reservation and restrictions as the Board of Selectmen shall determine to be in the best interests of the Town and to be included in said deed prior to its recording. (Finance Committee in support)

(Selectmen unanimously in favor)
(Conservation Comm. unanimously
in favor)

(Mill Pond Study Comm. unanimously in favor) (Capital Outlay in favor) It was moved, seconded and voted to take Article 22 out of order.

ARTICLE 22: It failed for the lack of a majority that the Zoning By-Law and Zoning By-Law Map be amended by rezoning from its present combined District of Commercial Highway (CH) and Residence A (RA) to an exclusive Commercial Highway District (CH), the following described parcel of land located on Littleton Road, sometimes called Chelmsford Road (Route 110):

A certain parcel of land with any buildings thereon situated on the southereasterly side of said Road:

Beginning at the northeasterly corner of the premises on the southeasterly side of Littleton Road at the westerly corner of land of Margaret Pote; thence South 50 06' 30" East a distance of 1650 feet, more or less, along a wall by land of Pote to a wall corner; thence North 71° 25° 40" West a distance of 412 feet, more or less, along a wall by land of Toye to a wall corner; thence North 20° 30° 00" West a distance of 220 feet, more or less, along a wall by land of Whiting to an iron post; thence South 57° 39' 25" West a distance of 410 feet, more or less, partly by a wall by land of Whiting to a point; thence North 37° 16° 00° West a distance of 660 feet, more or less, partly by a wall of Whiting, by land of Anthony and Florence Ross and land of 4P's Realty Trust and land of Petroleum Facilities, Inc., to a point on the Southeasterly side of Littleton Road; thence northeasterly a distance of 1460 feet, more or less, by the southeasterly side of Littleton Road to the point of beginning; and said Amendment to be subject to the Town Zoning By-Law Section 5.2 Planned Commercial Development (PCD) requiring a Special Permit from the Planning Board for site plan approval for the entire tract.

(Selectmen voted 4-1 opposition)
(Planning Board not in favor)

ARTICLE 14: It was requested by the Selectmen that this article be dismissed and so voted.

ARTICLE 15: It was moved, seconded and voted to amend Article 15. It was voted that the Town will authorize and instruct the Selectmen to establish a committee to work with the Board of Health to develop the necessary data and plans to determine a proper position for Westford relative to the Nashoba Area Boards of Health and our continued participation therein, this Board to report to the next Town Meeting for consideration.

ARTICLE 16: It was voted unanimously that the Board of Selectmen be and hereby are authorized and directed to appoint a Committee whose function and duty shall be to review the Building Code and Plumbing Code of the Town and determine what sections or parts of those codes can be repealed as being inconsistent with or superceded by the State Building Code and State Plumbing Code.

ARTICLE 17: It was requested by the petitioner that this article be withdrawn. It was moved, seconded and voted unanimously to dismiss this article.

aRTICLE 18: It was voted, in the majority, as amended, that the Board of Selectmen be and hereby are authorized to sell and convey to the highest bidder for not less than \$50,000.00 said sum to be deposited in and become a part of the Conservation Fund, provided that no part of said sum may be spent without prior approval of a Town Meeting, a certain parcel of land situated in the vicinity of Nashoba Brook and adjoining other property of said Corporation, supposed to contain forty-five (45) acres, more or less, being the premises conveyed to the Town by Anthony B. Nardone et al by deed dated July 14, 1967, recorded with Middlesex North District Registry of Deeds, Book 1803, Page 567; said conveyance to be upon such terms, conditions, reservations and restrictions as the Board of Selectmen, in their discretion, shall deem advisable and in the best interests of the Town.

(Selectmen in favor)

It was moved, seconded and voted to adjourn the meeting at 11:30 p.m. until a week from this evening or unless otherwise notified in the newspapers.

The meeting was reconvened by the Moderator at 7:40 p.m., May 20, 1981. Election officers, using the voting lists, acted as tellers at the doors.

ARTICLE 19. It was voted that, not withstanding the provisions of Section seventeen of chapter one hundred and thirty-eight of the General Laws, that the Board of Selectmen be and they hereby are authorized and directed to petition the General Court to pass an Act to take any other action, required to authorize the Town to grant to Mildred Kosowicz, doing business as Stan's Package Store, Lawrence H. Pucciarella, Jr., doing business as L & K Beverages and Parent's, Inc., licenses for the sale of all alcoholic beverages not to be drunk on the premises under the provisions of section fifteen of said chapter one hundred and thirty-eight, said licenses to be subject to all of the provisions of said chapter one hundred and thirty-eight, except Section 17; with the proviso that no further or additional seasonal licenses under section fifteen shall be granted by the Town.

(Selectmen in favor)

ARTICLE 20: It was requested and voted that this article be voted by secret ballot. It failed for the lack of a two-thirds (2/3) majority, with 142 for and 96 against, that the Zoning By-Law and Zoning by-Law Map be amended as follows:

"The Zoning Map and accompanying Ordinance passed and as most recently amended entitled 'Zoning By-Laws of the Town of Westford' is hereby amended by establishing new lines and striking out the designation "Residential A" (RA) District, as shown on said zone map and substituting in place thereof new lines and designation "Residential Multiple Family" (RM) District, insofar as said zone map relates to the following described premises:

A certain parcel of land, located in Westford, Middlesex County, Massachusetts, being shown on a plan of land entitled "Plan of Land in Westford, Mass., surveyed for Thomas C. Thorstensen, et ux" dated November, 1977, Emmons, Fleming & Bienvenu, Inc., Engineers & Surveyors;

Billerica, Mass., being bounded and described as follows:

Beginning at the Northwesterly corner of said premises at a Massachusetts Highway bound at the Southerly line of Route 495 at Station 190 + 31.78, and the Easterly side of the former location of Tadmuck Road; thence Southerly in part by the former Tadmuck Road; and thence by Tadmuck Road by nine (9) courses totalling 1444.80 feet, more or less, to a point 200 feet from Littleton Road (Route 110); thence Easterly by a line 200 feet from and parallel to said Littleton Road, 600 feet, more or less, to land now or formerly of Herbert Wiener; thence Northwesterly 290 feet by Wiener to a granite bound; thence Northeasterly 228.68 feet by said Wiener to another granite bound; thence more Easterly by Wiener land 100 feet, more or less, to land now or formerly of the Town of Westford; thence Northerly by said Town Land, 798.11 feet, more or less, to the Southerly line of Route 495; thence Westerly by said Route 495, 874 feet to the Massachusetts Highway bound at the point of beginning.

(Planning Board in favor)
(Selectmen unanimously in favor)

- ARTICLE 21. It was moved, seconded and voted unanimously that this article be dismissed.
- ARTICLE 23. It was moved, seconded and voted that this article be dismissed.
- ARTICLE 24. It was moved, seconded and voted to amend this article. It was voted that the Board of Assessors shall provide annually to the Westford Library ten (10) copies of the tax valuation book reporting property valuations and assessments for the Town of Westford; five (5) copies to be retained at the Library and five (5) copies to be available for withdrawal. (Finance Committee Approved)
- ARTICLE 25. It was moved, seconded and voted unanimously to dismiss this article.
- ARTICLE 26. It was voted unanimously that the Town accept the provisions of Section 53D of Chapter 44 of the General Laws, which, in substance, authorizes the establishment in the Town Treasury of a revolving fund for receipts from self-supporting recreation services. (Finance Committee Approved)
- ARTICLE 27. It was voted unanimously that the Board of Selectmen be and they are authorized to install street lights on the following numbered poles:
 - 1 Intersection of Stratton Hill Road and Sherwood Drive
 - 1 Moore Avenue Pole #102/5
 - 1 Forrest Road Pole #44
 - 1 Groton Road Pole #15/125

The following resolution was presented by Ronald Johnson, a member of the Board of Selectmen and voted unanimously:

RESOLUTION

The Westford 1981 Annual Town Meeting respectfully requests that Senator Philip L. Shea and Representative Walter E. Bickford, as the town's representatives in the Massachusetts legislature, initiate and support legislation that will modify the terms of Proposition $2\frac{1}{2}$ so as to allow cities and towns to add to their tax base the value of new and improved property. The purpose of this legislation would be to allow cities and towns to set their tax levy at $2\frac{1}{2}$ % of the current valuation and therfore provide for the expanded tax base. This request in no way implies that the voters of Westford desire to circumvent the intent of Proposition $2\frac{1}{2}$ but only to correct the "no-growth" flow in the current legislation.

The meeting adjourned at 9:35 p.m. until August 15, 1981 or another date to be announced in the newspapers to complete action on the remaining articles of the warrant.

A True Record: ATTEST

Bette R. Hook Town Clerk

SPECIAL TOWN MEETING - MARCH 17, 1981

At a legal meeting of the inhabitants of the Town of Westford, qualified, by law, to vote in Town Affairs, held at Westford Academy, Tuesday, March 17, 1981, called to commence at 7:30 p.m., the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors, Attendance was 1,164 of the 7,709 registered voters of the Town of Westford.

William Kavanagh, Town Moderator, called the meeting to order at 7:55 p.m., and declared the presence of a quorum (154 needed). The Moderator stated that the Selectmen had established the order of the Articles to be acted upon to be 1, 2, 3, 4, 5, 8, 10, 9, 11, 6 & 7.

ARTICLE 1. It was voted unanimously that the sum of Thirty-One Thousand Eight Hundred Seventy-Five (\$31,875.00) Dollars be appropriated from the account entitled Overlay Reserve to defray extraordinary and unforseen interest expense for Temporary Loans incurred by the Treasurer-Collector as the result of the delay in setting the tax rate. (Finance Committee Approved)

ARTICLE 2. It was voted that the Town will appropriate from the account entitled Overlay Reserve the sum of Thirteen Thousand Seven Hundred (\$13,700.00) Dollars, or some other sum, for the Finance Committee Reserve Fund, to replenish the Finance Committee Reserve Fund for funds transferred to the Treasurer-Collector's interest on Temporary Loans Account to pay extraordinary and unforseen interest expense resulting from delays in setting the Town's tax rate.

(Finance Committee Approved)

ARTICLE 3. It was voted unanimously that the sum of Four Thousnad (\$4,000.00) Dollars be transferred from the account entitled "Police Department Salaries & Wages" to the account entitled "Police Department Operating Expense". (Finance Committee Approved)

ARTICLE 4. It was voted unanimously that the sum of Eighteen Hundred Thirty-One and 82/100 (\$1,831.82) Dollars, representing the unexpended and unencumbered balance of the following three accounts, be transferred to the Conservation Fund:

ARTICLE 3
Annual Meeting March 9, 1974 \$ 6.82
ARTICLE 44
Annual Meeting March 7, 1970 500.00
ARTICLE 24
Annual Meeting May 8, 1976 1,325.00
(Finance Committee Approved)

Mr. Kavanagh, Town Moderator, asked the members of the Special Town Meeting to allow Mr. David N. Harris, Attorney for Mrs. Maxine Preston to address the meeting in Mrs. Preston's behalf on Article 5 and it was granted unanimously.

ARTICLE 5. It was voted with 597 in the affirmative and 361 in the negative that the vote taken under Article 29 of the Warrant for

the Annual Meeting of 1960 (pertaining to the discontinuance of a portion of Texas Road) be amended by striking said vote in its entirety and substituting in place thereof the following:

That the Town discontinue the following portion of Texas Road; Beginning at a point in said Road at the most southerly boundary of the property at land presently owned by Maxine Preston; thence in a southerly and southeasterly direction 5400 feet, more or less, to the end of said Road as it exists on the ground or on any plan or plans showing Texas Road, or however otherwise said discontinued portion of said Road may be measured, bounded or described; and that Texas Road be declared open from its point of beginning at Massachusetts Route 225 (also known as Carlisle Road) to the furthest boundary of the property currently owned by Maxine Preston on said Texas Road.

(Planning Board Approved in Writing)

ARTICLE 8. It was voted unanimously that the Selectmen and Board of Assessors be and hereby are directed to use court ordered and State directed 100% evaluation of Town Property to assess taxes for fiscal year 1982 and subsequent years.

(Finance Committee Approved)

ARTICLE 10. It was voted as amended that the Selectmen be and hereby are instructed to work with the Town Counsel and the Assessors toward issuing a 100% evaluation update contract modification to STA, thereby saving the taxpayers at least \$28K and guaranteeing a timely implementation of the 100% evaluation for the fiscal year 1980, provided that a satisfactory settlement can be reached with STA on pending litigation and provided that a satisfactory contract to complete revaluation can be achieved.

(Finance Committee Conditional Approval - Five Approved - Two Disapproved)

ARTICLE 9. It was moved, seconded and voted unanimously to withdraw this Article.

ARTICLE 11. It was voted as amended that the sum of \$49,213.00 be appropriated from the following accounts:

Overlay Reserve			\$36,799
Roudenbush	80 Annual Account	125A	1,210
Selectmen	11-4-75 Special Account	352	5,307
Selectmen	80 Annual Account	187	4,400
Police	80 Annual Account	204A	105
Police	80 Annual Account	204G	39
Police	80 Annual Account	204F	21
Hi ghway	80 Annual Account	408H	20
Library	80 Annual Account	652A	1,237
Recreation	79 Annual Account	757 J	75
TOTAL			\$49,213

for the purpose of defraying the extraordinary and unforseen additi-

able property to comply with the requirements of the General Laws and the Department of Revenue, said sum to be in addition to the sum appropriated under Article 27 of the Warrant for the Annual Meeting of 1978, provided that no obligation to expend such funds shall be incurred without the prior written approval of a majority of the Finance Committee; and provided further that the Board of Selectmen be and are hereby authorized and directed to appoint a Committee of three members (one each from the Finance Committee, the Selectmen's Advisory Committee and the Committee for 100% valuation) whose duty and function shall be to monitor the implementation of any contract awarded to accomplish the foregoing purpose and to make periodic reports to the Town.

(Finance Committee Agreed)

It was moved, seconded, and voted unanimously to combine Articles 6 and 7 under one vote, as the tenth Article to be acted upon.

Mr. Kavanagh read a letter from the Department of Revenue which follows:

John F. Gagnon Board of Assessors P.O. Box #52 Westford Massachusetts 01886

Dear Mr. Gagnon:

This will acknowledge receipt of your letter of March 9 relative to articles in the warrant for a special town meeting under which it is proposed that the voters of the town direct the assessors to recompute the fiscal 1981 tax rate using valuations other than those used in computing the approved tax rate.

Please be advised that it is well established that assessors are public officers whose duties are established by state law and not by local voters or by-laws. The determination of the valuations to be used is a duty imposed upon the assessors and is not subject to control by voters of the town. The requirements that assessors establish the valuation of property is found in General Laws Chapter 59, Section 38. The leading case concerning the status of assessors as public officers is the case of Cox v. Segee 206 Mass. 380.

There is no statutory authority for the recision of a tax rate in the proposed manner once the rate has been approved by the Commissioner of Revenue and the taxes have been billed.

Very truly yours,

Anthony P. Grosso, Chief Property Tax Bureau ARTICLE 6. It was voted that the Selectmen be and hereby are directed to contact the Department of Revenue and vigorously pursue re-establishment of 100% evaluation for fiscal year 1981 as approved by the Department of Revenue on August 27, 1980. All adjustments resulting from this re-establishment of 100% evaluation will be made in the second payment of fiscal year 1981. ARTICLE 7. It was voted that the Board of Assessors be and hereby are authorized and instructed to resubmit the fiscal year 1981 tax rate based on 100% evaluation as approved by the Department of Revenue on 8/27/80 and seek certification of this corrected rate by the Department of Revenue. All such adjustments resulting from this correction will be made in the second payment of fiscal year 1981.

(Finance Committee Disapproved)
(Board of Selectmen Disapproved)

It was moved, seconded and so voted to adjourn the Special Town Meeting at 11:08 p.m.

A True Record: ATTEST

At a legal meeting of the inhabitants of the Town of Westford, qualified to vote, by law, in Town Affairs, held at Abbot Middle School, on Monday, June 22, 1981 at 7:30 p.m., the following business was transacted:

Election officers using voting lists, acted as tellers at the doors. The attendance was 691.

William Kavanagh, Town Moderator, called the meeting to order at 7:48 p.m. and declared the presence of a quorum, which is 149.

ARTICLE 1. It was voted unanimously, as amended by the Selectmen, that the Selectmen be, and they hereby are, authorized and directed to establish and appoint, for the period of one year, a study committee, to include Representatives of the Board of Selectmen, Conservation Commission, Finance Committee and Board of Health, as well as of the general public, which Committee shall be authorized and directed: a) to report at the adjourned session in August, of the 1981 Annual Town Meeting on whether the Tree Department budget for Fiscal 1982 should be increased, and by what amount; b) to monitor the gypsy moth population; c) to keep the residents of Westford informed about methods of control; and d) to make recommendations, no later that April 15, 1982, as to what control measures, if any, should be taken by the Town.

(Finance Committee Approved)

ARTICLE 2. It was voted unanimously that the Board of Selectmen be and hereby are authorized and instructed to appoint a Committee of not more than five members whose function and duty shall be to study the advisability of establishing a system to monitor the effects of the Sanitary Land Fill on the Forge Village Road Well Fields.

ARTICLE 3. It was voted unanimously that the sum of Three Thousand (\$3,000.00) Dollars be appropriated from the Account entitled Unemployment Compensation #146 for the repair or replacement of the air conditioning system in the Police/Fire Station, said expenditure to be made under the supervision of the Capital Outlay Committee. (Finance Committee Approved)

ARTICLE 4. It was requested and voted that this Article be voted by secret ballot. It failed for the lack of two-thirds majority by ballot with 371 "yes" votes and 303 "no" votes that the Zoning By-Law and Zoning By-Law Map be amended as follows:

The Zoning Map and accompanying Ordinance passed and as most recently amended entitled "Zoning By-Laws of the Town of Westford" is hereby amended by establishing new lines and striking out the designation "Residential A" (RA) District, as shown on said zone map and substituting in place thereof new lines and designation "Residential Multiple Family" (RM) District, insofar as said zone map relates to the following described premises:

A certain parcel of land, located in Westford, Middle-sex County, Massachusetts, being shown on a plan of land entitled "Plan of Land in Westford, Mass., surveyed for Thomas C Thorstensen, et ux" dated November 1977, Emmons, Fleming & Bienvenu, Inc., Engineers & Surveyors, Billerica, Mass., being bounded and described as follows:

Beginning at the Northwesterly corner of said premises at a Massachusetts Highway bound at the Southerly line of Route 495 at Station 190 + 31.78, and the Easterly side of the former location of Tadmuck Road; thence Southerly in part by the former Tadmuck Road; and thence by Tadmuck Road by nine (9) courses totalling 1444.80 feet, more or less, to a point 200 feet from Littleton Road (Route 110); thence Easterly by a line 200 feet from and parallel to said Littleton Road, 600 feet, more or less, to land now or formerly of Herbert Wiener; thence Northwesterly 290 feet by Wiener to a granite bound; thence Northeasterly 228.68 feet by said Wiener to another granite bound; thence more Easterly by Wiener land 100 feet, more or less, to land now or formerly, of the Town of Westford; thence Northerly by said Town land, 798.11 feet, more or less, to the Southerly line of Route 495; thence Westerly by said Route 495, 874 feet to the Massachusetts Highway bound at the point of beginning.

(Selectmen Unanimously Support)
(Planning Board in Favor)

Upon completion of the Warrant, it was moved, seconded and voted to adjourn and dissolve the Special Town Meeting at 10:05 p.m.

A True Record: ATTEST

ADJOURNED ANNUAL TOWN MEETING 8-15-81

The Adjourned Session of the Annual Town Meeting was convened at 9:10 a.m. on Saturday, August 15, 1981 by the Moderator. A motion to adjourn until September 14 at 7:30 p.m. at Abbot Middle School was made, seconded and voted. The adjourned session recessed at 9:20 a.m. and will be reconvened September 14, 1981.

ADJOURNED ANNUAL TOWN MEETING 9-14-81

The Adjourned Session of the Annual Town Meeting was convened at 7:35 p.m. Monday, September 14, 1981 at Abbot Middle School by the Moderator.

Election officers, using voting lists, acted as tellers at the doors. The following business was transacted:

ARTICLE 6. It was voted that the sum of \$200,000.00 be raised and appropriated and deposited in and become part of the Stabilization Fund created under the authority of Section 5B of Chapter 40 of the General Laws.

(Finance Committee Approved on a vote of five to one)

ARTICLE 28. It was moved, seconded and voted to dismiss this Article. (Finance Committee Approved)

It was moved, seconded and voted with a two-thirds standing vote to reconsider Article 4, line item 229, Pest Control.

It was voted to amend Line 229 of Article 4, the Tree Department Pest Control account, from its original value of \$2,760 to \$17,760, of which \$2,760 shall be used for control of pests other than the gypsy moths and \$15,000 shall be used for control of gypsy moths on town lands and for localized control of gypsy moths on other lands within the town. Said additional funds are to be expended in accordance with the direction of the Gypsy Moth Study Committee.

(Finance Committee Approved)

It was moved, seconded and voted to adjourn and dissolve the Annual Town Meeting at 8:15 p.m.

A True Record: ATTEST

Bette R. Hook Town Clerk

SPECIAL TOWN MEETING 9-14-81

The Special Town Meeting called by Warrant was not convened due to the lack of a quorum and so declared by the Moderator at 8:35 p.m. By voice vote, the Articles will be taken up at the next Special Town Meeting.

A True Record: ATTEST

SPECIAL TOWN MEETING - OCTOBER 15, 1981

At a legal meeting of the inhabitants of the Town of Westford, qualified by law to vote in Town affairs, held at Westford Academy on October 15, 1981, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. The attendance was 1416 (a quorum of 150 was needed).

William Kavanagh, Town Moderator called the meeting to order at 8:04 p.m.

ARTICLE 1. It was voted unanimously that the sum of Fifteen
Thousand (\$15,000.00) Dollars be appropriated from Unappropriated
Available Funds in the Treasury, to carry out the recommendations of
the Committee appointed under Article 2 of the Warrant for the Special
Town Meeting held on June 22, 1981, the function and duty of said
Committee being to study the advisability of establishing a system to
monitor the effect of the Sanitary Land Fill on the Forge Village
Road well field. (Finance Committee Approved)

ARTICLE 2. It was voted that the sum of Twenty-One Thousand (\$21,000.00) Dollars be appropriated from Unappropriated Available Funds in the Treasury to carry out recommendations of the energy audit of the Town Hall and Police and Fire Station as the Board of Selectmen may determine to be in the best interests of the Town, said sum to be expended under the supervision of said Board.

(Finance Committee Approved)

ARTICLE 3. It was voted unanimously to dismiss this Article.

ARTICLE 4. It was voted unanimously that the unborrowed balance of debt authorized by vote under Article 2 of the Warrant for the Special Town Meeting held May 10, 1981 be, and the same hereby is, rescinded.

(Finance Committee Approved)

ARTICLE 5. It was voted unanimously that the Town accept Section 20A of Chapter 90 of the General Laws, as amended by Section 115 of Chapter 351 of the Acts of 1981, which Section, in substance, provides for the notification of parking and moving motor vehicle violations, and collection of fines therefor and the enforcement of parking and moving laws or regulations, the effective date of this acceptance to be 1-1-82.

ARTICLE 6. Prior to consideration of Article 6, the Planning Board gave the following report:

"It was the unanimous opinion of the members present that this Article should be dismissed for the following reasons:

- 1. Since our Zoning By-Law disallows this use, there is no need of a Special Permit:
- 2. The amendment appears to be invalid under Sec-

tion 16 of Chapter 21D."

It was moved, seconded and voted unanimously to dismiss this Article.

Mr. Richard Emmet, Chairman of the Board of Selectmen read the following letter from H. E. Fletcher Company:

"October 15, 1981

Board of Selectmen Town of Westford Westford Town Hall Westford, Mass. 01886

RE: IT Corp. proposal to construct a hazardous waste facility

Gentlemen;

The H. E. Fietcher Co. has considered carefully the issues presented by the proposed construction of a hazardous waste facility by IT Corporation in the Town of Westford and residents' concerns about such a facility. In view of the long period of time required to obtain the necessary permits and approvals and the uncertainty surrounding this siting process, the Company is willing to consider withdrawing from negotiations with IT Corporation if this can be accomplished in a manner that is consistent with the best interests of the Town and the Company.

As you know, Article 14 which is proposed for the Special Town Meeting to be held this evening, if enacted, would have a major impact on the Company and the Town. In addition to any effect it might have on the proposed IT plant, it would relegate the land to a residential use for which it is illisuited and which the Town should not encourage. Furthermore, we feel that the article is clearly illegal and would not be upheld by the State Attorney General or the court. Town Counsel has also noted his opinion that the article is of doubtful validity because of its lack of specificity.

However, we are concerned that similar action prejudicial to the Company might be taken in the future in order to prevent construction of any similar facility. We prefer to resolve this issue by cooperation rather than challenge. Therefore, the Company believes that its withdrawal from negotiations with IT Corporation coupled with an agreement preventing the use of its land located on Groton Road for hazardous waste treatment facility in the future, is in the best interests of both the Town and the Company, provided that the Company is assured that similar action to rezone its land will not be taken in the future.

To this end, the Company is willing to withdraw from negotiations with IT Corporation upon the fulfillment of the following two conditions:

First, Article 14 must be defeated, or withdrawn at the Special Town Meeting. If this article is approved, the Company will be required to choose between an almost certainly impractical residential use with an attendent severe financial hardship or the only possible alternative use -- continued efforts to obtain approval, by court action if necessary, for IT's proposed use. Therefore, the Company would be forced to continue negotiations with IT. However, if the article is defeated or withdrawn, the Company can proceed to develop the land in a manner that is both prudent for the Company and in the best interests of the Town.

Second, to provide protection to the parties with respect to future development at another Special Town Meeting to be held within the next four weeks, we request that residents be asked to approve an agreement between the Company and the Town with respect to future use of this land. In general, this agreement will provide that the land may not be used for a hazardous waste facility (as defined in the Hazardous Waste Facility Siting Act, Mass. General Laws, Chapter 21d, Section 2) or a nuclear waste facility (defined in similar terms) for the next thirty years. This agreement would be recorded at the North Middlesex Registry of Deeds and would be binding on the Company and subsequent owners of the land for such period.

To compensate the Company for relinquishing this valuable right and restricting an otherwise permissible use of the land, the Town will agree not to change the zoning regulations affecting the land unless the zoning classifications are broadened or the change is accomplished with the permission of the Fletcher Co. In the event that the Town, without the Company's consent, were to rezone the land, amend the Table of Uses, or otherwise amend the By-Law in a way that is prejudicial to the owners' interests, the Company or a subsequent owner would have the option of selling the area affected by the action to the Town. This election would be made within a certain period of time following the Town's action and the consideration paid would be the fair market value of the land determined as of a date prior to the Town action by the appraisers appointed by the parties. Of course, any provisions of the agreement could be waived upon mutual agreement of the Town and the then exisiting land owner.

We believe that this possibility adequately protects the Town's interest while permitting the Company the reasonable use of this land unhampered by undue development restrictions. Therefore, we believe that it is in the best interest of both the Town and the Company, and we hereby request your approval of an agreement to the foregoing terms. We understand that subsidiary terms may remain to be negotiated but we trust that we can work together to develop a mutually satisfactory agreement.

Very truly yours,

H. E, FLETCHER CO,

E. Kennard Fletcher Vice President"

After reading the letter, Mr. Emmet explained the letter, and stated that the Board of Selectmen were unanimously in favor of the proposals as set forth.

ARTICLE 14. After a lengthy discussion, it was moved, seconded and unanimously voted to take this Article out of order. The Planning Board recommended disapproval of this Article in their October 13, 1981 Public Hearing. The motion to withdraw Article 14 was seconded and so voted.

It was moved by the Petitioners and seconded to dismiss Articles 8, 9, 10, 11 and 13, and voted almost unanimously.

ARTICLE 16. It was moved, seconded and voted unanimously to amend Section 3.2 Prohibited Uses of the Town Zoning By-Laws by adding the following sentence:

"No hazardous waste storage, treatment, or disposal facility (as defined in Chapter 21 D of the General Laws of Massachusetts) shall be permitted within the Town of Westford". (Planning Board in favor)

ARTICLE 15. It was moved, seconded and voted unanimously to amend Section 3.2 Prohibited Uses of the Town Zoning By-Laws by adding the following sentence:

"No radioactive or Nuclear waste storage, treatment, or disposal facility shall be permitted within the Town of Westford". (Planning Board in favor)

ARTICLE 7. It was voted that the Town appropriate Seventy-Five Thousand (\$75,000.00) Dollars of free cash to obtain highly qualified outside legal technical or other required consultation to assist the Town in preventing the siting of hazardous waste and/or nuclear storage facilities in Westford (the selection of such outside consultation must be made by majority vote of the Board of Selectmen) (Finance Committee Approved)

ARTICLE 12. It was moved, seconded and voted that Article 12 be amended by deleting the phrase "the 1981 session of the" and inserting in its place the phrase "as soon as possible by the" and by adding after the first sentence: "the wording of such recall procedure to be identical in wording with the recall procedure petition filed with the Selectmen on the 15th of October, 1981 and amended at the 15th of October Special Town Meeting of the Town of Westford". Article 12 as amended was moved, seconded and failed for the lack of a majority.

It was moved, seconded and voted to adjourn the Special Town Meeting at 10:04 p.m.

A True Record: ATTEST

The meeting called for November 5, 1981 was adjourned until 7:30 p.m. on November 12, 1981 upon the request of the Selectmen. The Moderator, William Kavanagh convened the meeting at 7:30 p.m. and adjourned it until 7:30 p.m. on November 12, 1981.

At a legal meeting of the inhabitants of the Town of Westford, qualified, by law, to vote in Town affairs, held at Westford Academy on November 12, 1981, the following business was transacted:

Election officers, using voting lists, acted as tellers at the doors. The attendance was 488 (a quorum of 150 was needed).

William Kavanagh, Town Moderator called the continuance of the adjourned session to order at 7:45 p.m. Mr. Gregor I. McGregor, consultant for the Board of Selectmen read the synopsis of the agreement between the H. E. Fletcher Company and the Town of West-ford and answered questions.

ARTICLE 1. It was voted unanimously that the Chairman of the Board of Selectmen be and he hereby is authorized and directed to execute and acknowledge, in the name and behalf of the Town, the attached Agreement between the Town and H. E. Fletcher Co., dated November 12, 1981, including attached Exhibit A, Exhibit B (Covenant) and Exhibit C (Option); and that the said Covenant and Option be forthwith recorded with the Middlesex North District Registry of Deeds and filed with the North Registry District of Middlesex County. (A copy of the signed Agreement is on file in the Town Clerk's Office).

(Board of Selectmen unanimously in support of the agreement)

It was moved, seconded and voted to adjourn the meeting at 8:34 p.m.

A True Record: ATTEST

SPECIAL TOWN MEETING NOVEMBER 30, 1981

At a legal meeting of the inhabitants of the Town of Westford, qualified, by law, to vote in Town affairs, held at Abbot Middle School on Monday, November 30, 1981, the following business was transacted

Election officers, using voting lists, acted as tellers at the doors. The attendance was 110 (a quorum of 151 was needed).

William Kavanagh, Town Moderator, called the meeting to order at 7 50 p.m. and declared that a quorum was not present. The meeting was adjourned until December 10, 1981

SPECIAL TOWN MEETING DECEMBER 10, 1981 ADJOURNED FROM NOVEMBER 30, 1981

At the adjourned session of the Special Town Meeting called by warrant for November 30, 1981 and adjourned for a lack of quorum until December 10, 1981, the following business was transacted

Election officers, using voting lists, acted as tellers at the doors. The attendance was 109 (a quorum of 151 was needed).

The meeting was called to order at 8 00 p.m. by the Town Clerk, in the absence of the Moderator. The first order of business was the election of a Temporary Moderator for this meeting. Ellen Harde was nominated and voted as Temporary Moderator for the adjourned session

The Temporary Moderator declared a lack of quorum and, at 8.25 p.m. adjourned this session until Thrusday, January 14, 1982 at 7 30 p.m. at Abbot Middle School

A True Record ATTEST

MOSQUITO CONTROL ADVISORY COMMITTEE

The Mosquite Centrel Advisory Committee promotes public information in the community through news releases, schools, public events posters and bumper stickers. Only the wide spread cooperation by all members of the community with mosquite prevention measures will effectively reduce the prevalence of these pests.

Westford is part of the Central Massachusetts Mosquito Control Project. This is a group of many town including some adjacent to Westford. This district was formed for greater economy and effectiveness by pooling management, overhead, equipment and resources. Main emphasis in on reduction of mosquito sources. A lot of work has been done clearing ditches and waterways to provide normal drainage. A two year reclamation of old ditches between Rt 495 and Hildreth Rd. is nearing completion. It is expected to reduce mosquito production from these large swampy areas.

Mosquito control crews treat stagnant water sources with larvicide when the larvae "wigglers" are found. When adult mosquitoes are very abundant the crews apply a very fine aerosol from equipment on moving trucks. This is usually done at night, or early morning, when conditions are best for greatest effectiveness against the pests. The Federal EPA and the State Pesticide Board determine what materials and methods are safe and effective for this.

When district crews are workinf in Westford, they let town officials know what is being done and where. That is also done for the Board of Health and Mosquito Advisory Committee. Property owners who do not wish adult mosquito spraying may erect "NO SPRAY" signs marking their property and clearly visible to vehicles at night. District crews regotiate with property owners before undertaking drainage. With regard to truck aerosol spraying the Committee has recommended that large block areas be given preference over small widely scattered areas based on individual requests. The latter is less effective and far more expensive.

If any resident has questions about the program these should be directed to: The Central Mass. Mosquito Control Project, 54 Hudson St., Northboro, Ma., phone 393-3055

Respectfully submitted,

Barbara Aranyi, CH. Robert Armstrong

John Gagnen
David Bezman
Mark Mulligan

Final Report of the Nashoba Study Committee to the Town of Westford February 24, 1982

The Annual Town Meeting of 1981 established the Nashoba Study Committee by the following vote:

"ARTICLE 15. It was moved, seconded and voted to amend Article 15. It was voted that the Town will authorize and instruct the Selectmen to establish a committee to work with the Board of Health to develop the necessary data and plans to determine a proper position for Westford relative to the Nashoba Area Boards of Health and our continued participation therein, this Board to report to the next Town Meeting for consideration."

After more than six months of bi-weekly meetings, the committee recommends retention of Nashoba Associated Boards of Health (NABH) as Westford's agent under certain conditions. Excerpted from the minutes of the January 13, 1982 meeting is the detailed motion which was voted unanimously:

"Pioli moved that we reaffirm our motion to continue our contract with NABH and that as a committee we feel that the Westford Board of Health (WBH) has an obligation to take the initiative in matters concerning public health in Westford. If they feel that the situation with NABH is unsatisfactory and remains so despite our best efforts, then they should propose an alternative. suggest the WBH develop the alternatives themselves or by establishing a committee to work at their direction, which would provide comparative costs, process and procedures, selection methods and point by point detail of what services would be provided by whom.

In any case a checkpoint must be taken by the WBH within one year of the date of this report to insure improvement of the unsatisfactory situation which currently exists. If this check reveals an ongoing problem and the WBH has not proposed a plan for solution, then we suggest the Board of Selectmen take the initiative to accomplish the process outlined above even if by-law changes are necessary."

In addition to the main conclusion, the committee felt strongly that corrective steps were needed from both the Westford Board of Health and Nashoba. The recommended steps are listed below:

- 1. We recommend increasing the size of the WBH from 3 5 members (retaining 3-year terms) to provide resources to do additional work implied by these recommendations and in general serve the growing requirements of the town. This by-law change should be introduced at the 1982 Town Meeting by the Board of Selectmen for implementation as soon as possible.
- 2. A list of requests for improved service should be sent to NABH as soon as possible by WBH. Also, after the annual review, a list should be sent to ensure ongoing communication and good service.
- 3. WBH should monitor service from the NABH inspector and call for a fulltime, dedicated, certified inspector if warranted.
- 4. Considering the impact of Proposition 2 1/2 which the Town of Westford supported, the WBH should review and adjust their fee schedule to more accurately reflect the cost of the environmental service provided.

- 5. A format and system of communications should be set up by WBH and NABH which will satisfy both parties. For example, a meeting to establish reasonable methods of communication should be held and written agreements made. Written reports, verbal communications, and joint meetings should be covered.
- 6. Monthly reports by NABH of services rendered to Westford could improve communications. The cost of such reporting should be assessed and a judgement made whether value exceeds costs.
- 7. WBH should regularly attend quarterly NABH meetings and periodic Executive Committee meetings.
- 8. WBH should conduct formal reviews no later than January of each fiscal year which lists positive and negative aspects of NABH performance.
- 9. Coverage during normal business hours should be provided by NABH for Westford. Proper telephone listings will assist citizens to get help during all business hours of the day, (i.e. Westford's Board of Health listing should include NABH numbers). Emergency off-hours assistance will be unchanged.
- 10. Expanded hours for WBH's
 clerk/secretary would enable better
 filing, record keeping and
 documentation of WBH meetings,
 policies, etc. We recommend
 additional money in WBH's budget for
 this purpose.

- 11. Copies of NABH inspection reports (meaning all reports positive and negative regarding septage and other environmental services) should be sent to WBH and reviewed by WBH at regular meetings. Retention files of such reports should be available to the public in the WBH office.
- 12. To ensure the quality of the Sanitarian staff, the Certification policy should be enforced rigorously, and continuing education encouraged.
- 13. Regular communication with the NABH Chief Sanitarian should be held. Some WBH meetings should be devoted to reviews with the Chief Sanitarian, occasionally without the assigned NABH sanitarian present, in order to facilitate frank and open discussions concerning performance.
- 14. WBH should, as quickly as possible, document in one place all its policies, regulations, decisions, etc., which citizens and NABH should be aware of.
- 15. WBH should post agenda and keep minutes of their meetings. These should be regularly sent to interested parties, including NABH.
- 16. NABH reports should be read, reviewed, and discussed at WBH meetings.
- 17. NABH scheduling and appointment keeping should be improved to reduce missed appointments and wasted time by construction people and citizens.
- 18. Inspector availability on Saturdays should be considered.

- 19. WBH should hold regular meetings at least twice per month.
- 20. WBH permits should be considered and approved by majority in public meetings, as required by the Mass.

 Open Meeting Law.
- 21. WBH should report performance issues and changes in operation to the town each year in the Town Report.
- 22. WBH should make a report to the 1983 Town Meeting regarding NABH performance.
- 23. Better forms of communication and cooperation with other town boards and officials should be explored.

Respectfully submitted,

Steven Smith, Chairman
Jean Downey, Secretary
Thomas Borden
Edward Finn II
Mark Mulligan
Joan Pioli
Bruce Stewart
Gerald Szczukowski

Annual Report of the Nashoba Valley Technical High School For the Year Ending December 31, 1981

DISTRICT SCHOOL COMMITTEE

Mrs. Jane Barry, Chairman	Groton
Mr. Randolph Brumagim, Vice-Chairman	Chelmsford
Mr. Stratos Dukakis, Secretary	Chelmsford
Mr. William Buxton	Pepperell
Mr. Louis Kelly	Chelmsford
Mr. Augustine Kish	Littleton
Mrs. Irene Machemer	Townsend
Mr. Robert Manning	Shirley
Mrs. Charlotte Scott	Westford
Mrs. Cecile Stefanski	Westford

ALTÉRNATES

Mr. Harvey Atkins, Jr.	Littleton
Mr. Kevin Finnegan	Westford
Mr. Rodney Huff	Shirley
Mr. John Keating	Chelmsford
Mrs. Mary Pierce	Townsend
Mr. Rudolph Schultz	Pepperell
Mr. Jordan Waugh	Groton

ADMINISTRATION

Ar. Bernholdt Nystrom	Superintendent-Director
Mr. Charles Valera	Assistant Director/Principal
Mr. David McLaughlin	Technical Coordinator
Mr. Paul Royte	Director of Guidance
Mr. Thomas Eng	Dean of Students
Mr. John McCarthy	Director of Special Needs

Construction of the new addition to the Nashoba Valley Technical High School was completed and dedicated on March 29, 1981. This addition provided space for the additional students from the three new towns - Pepperell, Shirley and Townsend.

With the retirement of Mr. Thomas Lafionatis, Mr. Bernholdt Nystrom, who was appointed Superintendent-Director, assumed his duties on July 1, 1981.

This year, due to Proposition $2\frac{1}{2}$, our District, as many other school systems, had to curtail some proposed programs and projects and had to reduce and eliminate some positions. The Administration and the School Committee worked deligently on the budget in order to maintain viable, quality vocational programs.

Nashoba Tech was represented at the Massachusetts Bakers Association Annual Contest at which two of our students received awards; Marilyn McLatchy of Westford won first prize in Specialty Cake Decorating and Robert McConnell of Littleton won first prize in Specialty Breads.

The students in our Carpentry, Electrical, Plumbing and Heating, Painting and Decorating, Horticulture/Landscaping and Metal Fabrication Departments were all involved in our House Building Project. Each year the school advertises for district citizens who wish to have a house built by the students at Nashoba Tech and a drawing is then held to determine the client. During the 1980-81 school year, a house was built on Robin Hill Road in Chelmsford for Mr. Donald McGillivray, and an Open House was held on June 21, 1981.

In conjunction with our project for the construction of the addition, students of the various departments have done much of the in-house portion of the project such as: the Carpentry Department has done the entire interior finish of the restaurant and also constructed the library shelving, the Painting and Decorating Department has done the painting of the new classrooms and shops, the Metal Fabrication Department constructed the ventilating and light ducts and the Electrical Department wired the new equipment.

projects, especially the Printing Department which does much of the district towns' printing requirements. In addition, the Auto Body Department refurbished and painted a police safety cruiser and water department van for the Town of Chelmsford and a fire department emergency truck for the Town of Littleton, and our Electrical Department rewired the Adams Library Carriage House in Chelmsford. Many other small municipal projects were done by our departments throughout the year.

To insure that our students continue to receive a well-rounded background, we have revised our curriculum to provide our students with additional English, Mathematics and Science courses. Our continual aim is to provide our students with training on updated equipment which meets modern technological and industrial standards; in keeping with this approach, we have replaced our aging computer with a new Digital computer and supporting equipment.

Senior students at Nashoba Tech may elect to take advantage of the cooperative program with the Middlesex Community College which allows qualified seniors to take college credit programs at the college while completing their senior studies at Nashoba. This program has been very successful, and all of the Nashoba Tech students who were enrolled in the program at Middlesex Community College during the '81 Fall Semester were on the Dean's List.

Each year qualified seniors may elect to take advantage of our Co-op Training Program which allows senior students to work in industry during their shop weeks and receive valuable training in their chosen fields as well as a salary. 83% of the students in the 1981 graduating class took advantage of this program.

The Class of 1981 was comprised of 156 graduates; of this number, 126 are gainfully employed, 5 entered the military and 13 went on to higher education. During the past five years, over 97% of our graduates were placed in the "World of Work".

Nashoba Valley Technical High School is an accredited secondary school and provides its students with on-the-job training, saleable skills, Co-op Program, high school diploma, trade certificate, an opportunity for further education and job placement. The following programs are offered at Nashoba Tech:

Technical Programs

Air Conditioning/Refrigeration

Auto Body Automotive

Baking

Culinary Arts
Data Processing

Diesel Drafting Electrical Electronics

Horticulture/Landscaping

Machine

Medical Occupations
Metal Fabrication

Mill and House Carpentry
Painting and Decorating
Plumbing and Heating

Printing

Welding

Academic Programs

English
Social Studies
U.S. History
Consumer Education
General Mathematics

Algebra

Geometry

Triogonometry

Advanced Mathematics

Biology Physics Chemistry In addition to the technical and academic programs, a full Interscholastic Athletic Program is offered to the students.

Enrollment as of October	1, 1981
	0.10
Chelmsford	249
Groton	54
Littleton	81
Pepperell	86
Shirley	61
Townsend	41
Westford	190
Out-of-District	9
Total	771

with a

The Northern Middlesex Area Commission's regional planning program during 1981, continued emphasis on transportation, environmental, and community revitalization issues. These programs, collectively, are aimed at the Commission's overall policy of allocating growth and development in the region where it can be best accommodated. This long standing NMAC policy is especially important in this decade when limited financial and energy resources demand that every decision, public and private, bring about maximum efficiencies, and a clear understanding of the interactions between seemingly diverse policies and functions.

Like all other governmental organizations, Northern Middlesex Area Commission found 1981 to be a year of substantial adjustment. New directions in Federal policy and the budgetary limitations voted in Massachusetts have made it necessary to stretch program budgets as far as possible without giving up the principal objectives of the Commission. The Commission believes that it can play a significant role in this period of governmental adjustment. In many cases cost-effective local solutions to municipal problems may be best reached by two or more communities working cooperatively. Sometimes analysis will indicate that the greatest efficiency can be achieved by the community alone. In any event, it is a careful analysis of the short and long term implications of a decision through the planning process that can provide the bases for a well informed decision. The Commission is dedicated to providing just such information.

During the past year, the Commission engaged in a number of specific activities in the context of its overall regional comprehensive planning mandate. These included:

- 1. Center Development Studies in Chelmsford & Pepperell
 These studies in the older commercial areas were aimed at
 revitalization in the commercial and residential areas
 around these centers. This program continued an effort of
 several years which has touched upon the older centers and
 neighborhoods of every town in the region and has targeted
 funding and low interest loan assistance.
- 2. <u>Historic Preservation</u> is a concern to every community in the Northern Middlesex area, and the Commission's program extended advice to all of the Historic Commissions. The particular emphasis during the past year was on Billerica's Mill Village, a historic area of North Billerica. Working closely with the Historic Commission, the Historical Society, the School Department, and other interested local officials the program evaluated and reported this area's historical significance and provided considerable encouragement for future revitalization activities in the neighborhood.
- 3. <u>Sub-Division Roads</u> were analyzed in the Towns of Westford and Tyngsborough with a view towards improved and more sensitive regulatory procedures that would enable better design and more realistic regulatory procedures.
- 4. <u>Hazardous Waste</u> was given increased emphasis by recent State regulatory procedures. The Commission endeavored to provide Hazardous Waste Coordinators with as much information as is available and to respond responsibly to the issues raised by the proposed site in the Town of Westford.
- 5. Transportation Planning comprises the bulk of the Commission's budget and involves planning for road, transit, and related facilities. This planning is undertaken cooperatively with the State's Executive Office of Transportation and Construction, the State Department of Public Works, the Lowell Regional Transit Authority and the Commission. Together these agencies form a "Metropolitan Planning Organization" to meet the planning requirements

for Federal assistance. The Commission's efforts in 1981 resulted in a number of achievements:

- Support and encouragement for a long awaited Environmental Impact Report on an additional bridge crossing over the Merrimack River.
- Traffic management in highly commercial "Strips" on major corridors with particular focus on Route 38 in Tewksbury.
- Survey and analysis of neighborhood traffic and circulation problems in the selected "development centers" for which other NMAC planning was underway.
- Analysis of air quality implications of the region's transportation network.
- A major program in downtown Lowell to improve pedestrian circulation, transit facility, parking and truck traffic movement in the downtown. This project which involves cooperation between the Commission, the Transit Authority, Lowell's Preservation Commission, and the City was one of thirty-seven selected "transportation systems management" programs funded nationwide during the past year.
- Transit planning and analysis was continued to assist the Lowell Regional Transit Authority in monitoring and planning its services and efficiencies.
- Transportation Improvement Program was prepared which focused the various transportation programs for which area communities seek Federal funding was forwarded to State and Federal officials for inclusion in overall statewide priorities.
- 6. <u>Data Management</u> especially in light of the 1980 Census figures, was a continuing NMAC service. The Commission became an affiliate Data Center in cooperation with the Commonwealth and the Bureau of the Census. This service is

extensively utilized by all communities and by other public and private interests which serve or wish to serve our region.

7. A Clearinghouse for many State and Federal programs is, maintained by the Commission. This Clearinghouse receives notice of many categories of Federal and State decision pending, including grants and aids, housing assistance, environmental impact reviews, and industrial development financing. The Commission circulates notice of these pending matters to the communities and interests which are impacted and forwards this advice and comments for consideration by the State and Federal decision maker. Over \$247,000,000 in projects were reviewed in 1981.

There are other numberous other areas of involvement in planning and technical assistance to local boards and committees and to others interested in the region and its communities. The items reported above are intended to provide an overview and sense of NMAC concern and direction.

In FY 1981 the Commission expended just under \$281,000 of which \$60,000 was paid by assessment of the nine (9) member communities on a per capita basis. It is expected that the 1982 budget will reflect a slight reduction in the per capita assessment.

The Commission invites full participation in its planning process by all citizens of the nine communities of our region. There are various ways to participate on advisory committees, workshops and the like. In the final analysis, NMAC's effectiveness depends on the voluntary cooperation of the communities we serve. We are grateful for the assistance support and encouragement we have received in 1981 and in past years.

Respectfully submitted,

Richard A. Emmett, Jr., Selectman
Leslie A. Thomas, Planning Board
Paul L. Davies, Alternate also
served in 1981
Richard Cooper, Alternate

PERSONNEL BY-LAWS FOR THE TOWN OF WESTFORD

AUTHORIZATION - Pursuant to the authority contained in Section 108A and 108C of Chapter 41 of the General Laws to amend the By-Laws of the Town of Westford by adding thereto the following article adopting a plan classifying certain employees, except those appointed or employed by the School Committee, those offices filled by popular election and certain positions and incumbents of which render intermittent or casual service.

The effective date of this By-Law shall be January 1, 1970.

The By-Law establishes the Classification and Salary Plan and the necessary administration procedures. Any and all provisions in the Personnel By-Laws pertaining to wage and classification and personnel policy may be amended upon recommendation by the Personnel Board and by majority vote at any annual or special Town Meeting.

There are five parts to the By-Laws:

Section 1. The Personnel Board

Section 2. The Personnel Policy

Section 3. The Classification and Wage Plan

Section 4. Fringe Benefits

Section 5. Grievance Procedure

Section 5a. Definitions

Section 1. Personnel Board (hereinafter referred to as the Board) (a) There shall be a Personnel Board consisting of five (5) members to be appointed by the Selectmen for terms of three (3) years each, except that one of the appointments to be made in the year 1976 shall be for a term of two (2) years. No elected officials, members of the Finance Committee, members of any standing Board or committee having charge of the expenditure of money, or employee of the Town shall be appointed to this Board. Members shall be residents of the Town and shall serve without compensation. In making the appointments, the Board of Selectmen shall take into consideration the personal qualifications of those citizens who best meet the responsibility of the Board to represent both the employees and the taxpayers. If possible the makeup of the Board shall consist of members, preferably professionally qualified, who are familiar with the principles and experienced in the methods and practices of labor relations and personnel administration.

When said Board is first established, one of the members shall be appointed by the Selectmen for a term of one year, one of the members shall be appointed by the Selectmen for a term of two years, one of the members shall be appointed by the Selectmen for a term of three years; and their successors shall be appointed for terms of three years each.

If any members of the Personnel Board shall resign or otherwise vacate his office before the expiration of his term, his successor shall be appointed, as provided above, to serve the balance of the unexpired term. Each member of the Board shall serve until his successor has qualified.

(b) Forthwith annually, the Board shall meet and organize by electing a Chairman and Clerk. A majority of the Board shall constitute a quorum for the transaction of business. A majority vote of the quorum and/or Board shall determine the action the Board must take on all matters upon which it is authorized or required to pass under the By-Law. The Personnel Board may employ assistance and incur expenses as it deems necessary subject to appropriation of funds therefor.

The Personnel Board shall meet at such time as it shall determine in its rules for the transaction of business under this By-Law; and the Board may hold such special meetings as may be called by the Chairman or by vote of a quorum of the Board.

- (c) A Personnel record of all town employees shall be kept by the Town Accountant in his office. Said record shall contain all the vital statistics and other pertinent data of each and every person employed by the Town. It shall be the duty of each Department Head and employee to furnish to the Town Accountant forthwith all data needed for the completion of this record, and such personnel records and reports as the Personnel Board may require.
- Each Department Head shall submit to the Town Accountant on Monday of each week, in such form as the Personnel Board shall presribe, a report of all employees of the department absent from duty during the calendar week immediately preceding specifying in each case whether the employee was absent on vacation leave, on leave of absence, on occupational sick leave, on non-occupational sick leave, or specifying the nature of his absence if it was not for one of the foregoing reasons.
- (d) For identification purposes the Personnel Board shall maintain written job descriptions of the jobs or positions in the classification schedule of the plan each consisting of a statement describing the essential nature of the work, characteristics of the position that distinguish the position from other positions.
- (e) Except as otherwise provided by law, the Personnel Board shall have access to all facts, figures, records and other information relating to the personnel of town departments other than the School Department and the same shall be furnished within three days by any such department whenever so requested by the Board in such form as said Board may require.
- (f) The Personnel Board shall file an annual report of its activities and recommendations with the Board of Selectmen not later than the 15th of March in each year.

Section 2. The Personnel Policy

- (a) All employees shall be paid as provided in the salary plan and no board, or head of a department shall fix the salary of any employee in a position except in accordance with such plan.
- (b) All open positions, part-time and full-time, for employment in the Town, except those positions filled on an emergency basis, shall not be filled until they have been posted for seven full days on the public bulletin board at the Town Hall and the job title filed with the Town Accountant.
- (c) No person shall be appointed, employed or paid as an employee except on an emergency basis, in any position subject to the provisions of the plan under any title other than those of the classification schedule.
- (d) Except for those positions on a flat rate basis, promotions from mimimum to maximum salaries shall be successive steps annually but shall not be mandatory. Individual advancement shall be on merit, not necessarily on length of service, and shall be made only on the recommendation of the responsible Department Head.
- (e) In computing length of service for step increases for a new employee, credit shall be given for prior service as a temporary employee without interruption of service.
- (f) The hiring rate shall be the minimum of the rate range of the job for which the new employee is hired, unless otherwise authorized by the Personnel Board.
- (g) Each Department Head subject to this plan shall include in his estimated budget prepared for the Finance Committee a pay adjustment section setting forth in detail the amounts which will be required for anticipated pay adjustments during the ensuing year and shall furnish a copy thereof to the Personnel Board.
- (h) Civil Service Nothing in this Personnel By-Law shall be construed to conflict with Chapter 31 of the General Laws.
- (i) Each Department Head may, if conditions warrant, employ persons on an emergency basis, for a period not to exceed three (3) calendar weeks without prior approval of the Personnel Board.
- (j) Physical Examination. Every person hereinafter employed by the Town subject to this By-Law shall successfully complete a physical examination unless such requirement is waived by the Board. The examining physician shall be appointed by the Board and shall render a sealed report of his findings to the Personnel Board for safe keeping.
- (k) Non-Discrimination. All applicants for positions in the Town of Westford shall not be discriminated against because of race, color, religion, sex, or national origin, and the foregoing prohibition shall apply to and include but not limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rate of pay or other form of compensation and selection for training, including apprenticeship.

Section 3. The Classification and Wage Plan (effective 7/1/81)

The classification and wage plan establishing the occupational categories, the wage rates, and the present hourly rates. Any employee subject to this by-law during fiscal year 1981-82 shall, beginning July 1, 1981 be paid at the wage rate and within the occupational category as he was paid on April 1, 1981 unless otherwise authorized by the Personnel Board.

All step increases and classification changes after July 1, 1981 shall not take effect until approved by the Personnel Board.

	Step 1	Step 2	Step 3	Step 4
Clerk	3.74	3.86	4.01	4.21
Clerk Typist	4.31	4.43	4.57	4.81 4.81
Board Secretary	4.31		4.57 5.28	5.54
Principal Clerk Head Clerk	4.93 5.66	5.83	6.06	6.37
Senior Clerk	6.50		6.94	7.29
Office Manager	5.80		6.20	6.51
Town Accountant *		Min. \$ 11,242.	Max. \$ 14	,974
Community Center Director *		Min. 12,500		5,200
Executive Secretary *		Min. 13,403	Max. 15	5,598
Cemetery Superintendent *		Min. 11,772	Max. 1	4,126
Cemetery Laborer	3.65	3.71	3.92	4.03
Cemetery Maintenance Laborer	3.76	3.89	4.15	4.44
Water Systems Maintenance Man	5.97	6.14	6.63	7.04
Working Foreman - Water		6.73	7.20	7.68
Water Superintendent *	18,362	,	19,860	21,367
Water Pump Operator	6.24	6.43	6.91	7.34
Highway Superintendent *		Min. \$ 18,717	Max. \$ 2	5,439
Sprayer Operator (licensed)	5.80	flat rate		
Building Custodian	3.95	4.07	4.16	
Building Maintenance Man	4.98		5.34	
Town Hall Custodian *		Min. \$ 4,179	Max. \$ 4	,991
Call Fire Fighter	5.54	flat rate		
Call Fire Lieutenant		flat rate		
Call Fire Captain		flat rate		
Deputy Call Fire Chief Fire Chief *		flat rate 19,097	19,860	20,853
Fire Clerk *	18,362	\$ 8,508	17,000	20,033
	F 25			
Police Officer, Special Traffic Supervisor		flat rate		
Dispatcher, 1st shift	4.89	5.05	5.28	5.49
Dispatcher, 2nd shift	5.31		5.69	5.91
Dispatcher, 3rd shift	5.71		6.09	6.31
Police Clerk	5.43	5.59	5.81	6.10
Administrative Clerk	6.16		6.59	6.92
Records Supervisor	5.74		6.15	6.45
Police Chief *	16,776	18,452	19,291	20,063
(per year, except as otherwise				

set by special or General Laws)

	Step 1	Step 2	Step 3	Step 4
Dog Officer *		Min. \$ 11,242	Max. \$ 13,608	3
Library Assistant III Library Assistant II Library Assistant I Library Assistant Director * Library Director *	3.99 4.84 5.89	4.17 5.08 6.18 Min. \$ 11.990 Min. 14.974		
Town Aide/Veterans' Agent *		,	Max. 13,608	

* Per year

There shall be a shift differential of 10% for regularly scheduled hours after 6:00 pm for all employees covered by the Personnel By-Laws with the exception of the position of Police Dispatchers.

Section 4. Fringe Benefits

- A. Vacation Provisions: Vacation leave shall be granted to permanent employees subject to the following provisions:
 - (a) Vacation time for town employees;

as of June 30th - 6 months service 5 days as of June 30th - 1 year service 10 days as of June 30th - 5 years service 15 days as of June 30th - 12 years of service 20 days

In computing earned vacation leave, credit shall be given for all the temporary service with the town prior to the date of initial permanent appointment provided that such service was continuous and uninterrupted up to the date of permanent employment.

- (b) Vacation leave with pay shall not be granted to temporary employees, but leave without pay may be granted at the discretion of the responsible department head.
- (c) Vacations shall be granted by the Department Heads at such times as, in their opinion, will cause the least interference with the performance of the regular work of their departments. Vacations must be taken in the year in which they are due and shall not accumulate from year to year. Employees shall give at least four weeks notice of desired vacation time.
- (d) In the event of termination of employment which is caused through no fault of the employee, provided the employee has been in the continuous full-time service of the town for at least one year; or by reasons of retirement, military service or death, the employee shall be paid, or entitled to time off with pay, for any accrued vacation leave.
- (e) Department Heads shall identify all pay for vacation on the payroll in which such pay occurs. The rate of pay for vacation periods shall be the employee's total wages excluding sick pay and overtime pay for the preceding year, or portion thereof, divided by the actual number of weeks worked.
- (f) An employee shall be granted an additional day of vacation if while on vacation leave a designated holiday occurs on, or is legally observed on a day of the employee's regular scheduled work week.
- (g) Holiday Pay: Permanent Town employees shall be paid one day at regular straight-time pay for all designated holidays listed below. When these employees are scheduled to work or are called into work on a designated holiday they shall receive time and one half for the hours worked in addition to the holiday pay.
- (h) In order to qualify for holiday credit a permanent Town employee shall have worked on the last regularly scheduled work day prior to, and the next regularly scheduled work day following such holiday. The Friday after Thanksgiving shall be considered a floating holiday and employees shall be allowed to take the extra holiday with the approval of their supervisor. Designated holidays shall be:

New Year's Day Washington's Birthday Patriots' Day Memorial Day
Independence Day
Labor Day
Columbus Day

Veterans Day Thanksgiving Christmas (i) The Friday after Thanksgiving and one other day shall be considered floating holidays and may be taken on days of the employees' choice with approval of their supervisor.

B. Sick Leave

- (a) Occupational: Except as otherwise provided by any special or General Laws, each Town employee who sustains injury or illness arising out of his employment in the Town service, shall be entitled to receive his full pay for the period of his incapacity up to 26 weeks, less those benefits payable by Workman's Compensation Insurance or other insurance plans paid for in whole or in part by the Town. If such period exceeds 30 days, continued payment beyond such period shall be subject to approval by the Personnel Board, which may require periodic written testimony supporting the claim of continued incapacity as a condition precedent to its approval. All permanent Town employees shall not have sick leave deducted while absent because of an Occupational injury. All permanent Town employees shall not accrue sick leave or vacation leave for the period of their incapacitance while on Occupational sick leave.
- (b) Non-occupational: Every permanent employee subject to the Classification and Compensation Plans shall be allowed sick leave with pay for a period of up to 12 days during each calendar year, provided said leave is caused by sickness or injury, exposure to contagious disease, or on account of serious sickness of members of the employee's immediate family. Sick leave shall commence on the day notification of the illness is given by the employee, his family, or his physician. Failure to notify the Department Head promptly of illness will result in employee being charged with unauthorized leave.
- (c) Death Benefit: Payment as Sick Leave shall be made to permanent employees for up to three (3) work days for the death of a member of the immediate family, defined as: Father, Mother, Husband, Wife, Son, Daughter, Sister, Brother, Mother-in-law, or Father-in-law.
- (d) Sick leave allowed under the provisions of the preceding paragraphs shall be cumulative at the rate of one day per month and sick leave so accumulated may be carried over from year to year; provided, however, that not more than ninety (90) days of accumulated sick leave shall be paid to any employee whose employment is terminated by resignation or retirement.
- (e) When absence by reason of sickness or injury is for a period of more than three days, the Department Head shall require said permanent employee to file a certificate of disability, signed by a regularly licensed and practicing physician, before the employee shall be entitled to compensation as herein

provided. The Department Head may, however, require the aforementioned certificate for any period less than three days if he deems it to be in the interests of the department.

(f) Permanent part-time employees whose hours of work follow a regular schedule will be allowed that portion of sick leave credit as their actual part-time service bears to full-time service.

C. Overtime:

- (a) Overtime shall not be paid to Department Heads.
- (b) Overtime Payments: Those employees who are included within the provisions of General Laws, Chapter 149, Section 33B shall be paid overtime pay at the rate of time and one half for service performed in excess of the regular scheduled work day, or work week. With the exception of the Library Department, or as otherwise provided in Section 3, the normal work week will be 40 hours in the Labor Division and 37½ hours in the Administrative Division. The Fire Department personnel shall be paid straight time.
- (c) All part-time employees shall receive straight time compensation for all overtime work.
- (d) Call Back in Emergency: An employee who has completed his normal work day and who is thereafter recalled by supervision prior to next scheduled work day shall receive a minimum of four hours pay for such authorized call back.
- D. Uniform Allowance: An allowance for uniforms shall be extended to the members of the permanent Water Department at Two Hundred (\$ 200.00) Dollars per annum. Appropriations shall be under the control of the Department Head who shall make all the expenditures and keep appropriate records of the same.
- E. Jury Duty: While on jury duty a permanent employee shall receive an amount equal to the difference between his normal compensation and the amount (excluding travel allowance) received from the court.

F. Military Leave:

- (a) Permanent employees of the Town who attend State or Federal Reserve Military training duty shall be paid any difference in compensation between that paid or payable in a normal working period of up to two weeks in their Town employment and the total compensation (excluding travel allowance) of the military duty. Such payment shall be limited to a period not to exceed two weeks in any calendar year and shall not include payment to members of the National Guard who may be mobilized during an emergency.
- (b) A military leave of absence without pay shall be granted to any Town employee called to active duty with the State or Federal armed forces for purposes other than the routine annual tour of duty for training purposes, and seniority rights shall not be affected while this leave of absence is in effect.

- G. Insurance: The hospital and sickness plan as provided by the Town since 1963 remains in effect.
- H. Longevity: In recognition for continuous full-time employment, these employeees entitled to vacation leave shall be granted an annual payment as follows:

upon completion of 5 years service \$ 200.00
upon completion of 10 years service \$ 300.00
upon completion of 15 years service \$ 400.00

The foregoing sums are fixed and are not subject to percentage increases. Permanent part-time employees whose hours of work follow a regular schedule will be allowed that portion of annual longevity payments as their actual part-time service bears to full-time, to be calculated by multiplying hours worked per week times weeks worked per year.

Section 5. Grievance Procedure

- (a) There shall be a grievance procedure available to those employees of the Town whose rights under the classification plan have, in their opinion, been prejudiced in any way and covering all other grievances except those that would properly be under the jurisdiction of the Civil Service Commission or other duly established appeal board. As used in this Section, the word "grievance" shall be construed to mean dispute between an employee and his supervisor or supervisors.
- (b) Step 1. The employee shall take up his grievance orally with his immediate supervisor who shall reach a decision and communicate it orally to the employee within three (3) working days.
- Step 2. If the grievance is not settled at Step 1, the employee shall within five (5) working days present his grievance in writing to his supervisor who shall forward it to the Department Head who shall hold a hearing within five (5) working days if required. At this hearing there shall be present the employee and one representative if he requests it, his supervisor, the Department Head and the Chairman of the Personnel Relations Review Board.
- Step 3. If the grievance is not settled at Step 2, all records and facts in the case shall be referred to the Personnel Relations Review Board for adjudication. Those present at Step 2 shall appear at this hearing. Within twenty (20) working days of this hearing, which shall be the next regular meeting of the Board except in cases of emergency, the employee shall be notified in writing through the Department Head as to the decision of the Board which will be final.
- (c) Personnel Board to Administer: The Personnel Board of the Town shall constitute the Personnel Relations Review Board of the Town, and in that connection shall have the powers and duties, and perform the functions, assigned to such Personnel Relations Review Board by Section 21B of Chapter 40 of the General Laws; and said Board shall, in the performance of its duties as Personnel Relations Review Board, be subject to the

limitations imposed by said Section 21B and by the By-Laws of the Town.

When sitting as a Personnel Relations Review Board, the Personnel Board shall keep a separate record of its proceedings, which shall not be open to public inspection except as may otherwise be required by State Law.

(d) The Personnel Relations Review Board may employ such clerical and other assistance, and make such expenditures as it deems necessary, subject to appropriation thereof. The Board shall make an annual report to the Town, and shall keep records of its proceedings; but such records shall not be open to public inspection except as may otherwise be required by State Law. It shall not have jurisdiction over any matters belonging in the jurisdiction of the Personnel Board.

REPEAL AND AMENDMENT OF THIS BY-LAW - This By-Law may be altered, repealed, or amended at any Annual Town Meeting or any other Town Meeting specially called for the purpose, an article, or articles for such purposes having been inserted in the warrant for such meeting.

SEPARABILITY PROVISION - In the event that any provision of this By-Law, or application thereof, shall be held to be invalid by the proper authorities, this shall not be construed to affect the validity of any other provision, or application thereof, of this By-Law.

Section 5a. Definitions - As used in this By-Law, the following words and phrases shall have the following meanings unless a different construction is clearly required by the context or by the laws of the Commonwealth.

CIVIL SERVICE LAW: Chapter 31 of the General Laws of the Commonwealth, as amended and all rules and regulations made thereunder and any special law enacted by the General Court regulating the classification, compensation and conditions of employment of officers and employees of the Town under Chapter 31.

CONTINUOUS EMPLOYMENT: employment uninterrupted except for required military service and for authorized vacation, sick leave, bereavement leave, court leave, or other leave of absence.

DEPARTMENT: any department, board, committee, commission or other agency of the Town subject to this By-Law.

DEPARTMENT HEAD: the officer, board, or other body having immediate supervision and control of a department; in the instance of a department serving under the supervision and control of the Selectmen, the officer, board or other body immediately responsible to the Board of Selectmen for the administration of the department.

EMERGENCY EMPLOYMENT: employment made for a specified time without regulation, or without the prior approval of the Personnel Board, to cover an unforeseen emergency.

EMERGENCY EMPLOYEE: an employee retained on emergency employment to serve for a period not exceeding three calendar weeks.

FULL-TIME EMPLOYMENT: employment for not less than seven hours per day for five days a week for fifty-two weeks per annum, minus legal holidays and authorized military leave, vacation leave, bereavement leave, court leave, sick leave, and leave of absence.

FULL-TIME EMPLOYEE: an employee retained on full-time employment.

HOLIDAY: the Lord's Day and all days on which legal holidays are observed provided that the phrase "holiday" shall not include the Lord's Day for purpose of holiday pay.

OVERTIME: time in excess of the normal number of hours or days of working time in the work week of the department.

PART-TIME EMPLOYMENT: employment for less than full-time employment as defined above.

PERMANENT POSITION: any position in the Town services which has required or is likely to require the services of an incumbent without interruption for a period of more than six calendar months, either on full-time or part-time basis.

PERMANENT EMPLOYEE: any employee retained on a continuing basis in a permanent position as defined above.

TEMPORARY POSITION: any position in the Town which is not permanent, but which requires or is likely to require the services of one incumbent for a period not exceeding six calendar months.

TEMPORARY EMPLOYEE: an employee retained in a temporary position as defined above.

PLANNING BOARD

With the economic situation of the past year - higher interest rates, spiralling construction costs and tight money - the Planning Board has seen a new direction in the housing development market. Utilizing the concept of cluster zoning both for single-family and multi-family (especially condiminiums) housing, developers have presented proposals this past year with greater concern for an entire parcel of land and the impact of development both financially and physically on the land.

In the day to day activities of the Planning Board in regulating subdivision control, the Board has approved three cluster zoning special permits totalling 233 units, one commercial subdivision of three lots, and four residential subdivisions totalling 36 lots. A re-zoning proposal for multi-family high density development was turned down by voters for lack of a 2/3 majority at both the 1981 Annual Town Meeting and a later Special Town Meeting.

With the offering of the Fletcher Company land for a possible hazardous waste treatment facility, the Planning Board supported articles presented by petition to exclude hazardous waste and nuclear waste treatment facilities from the zoning districts in Westford.

Over the past year with the results of a Subdivision Road Study and a contract with a Planning Consultant, the Planning Board has been diligently working on drafting a more flexible concept for subdivision rules and regulations. The adoption of the new rules and regulations will encourage developers to better accommodate the unique sites, environmental concerns and sensitive areas that impact the Town.

The Planning Board has also adopted new rules and regulations governing the Special Permit Granting Authority. Both the Subdivision and Special Permit regulations require fees from the developers to cover review of the proposal by our planning consultant, engineers and street inspectors.

We look foward to serving the Townspeople and working with the developers for the best interests of Westford in 1982-1983.

Respectfully submitted,

Leslie A. Thomas, Chairman Clinton Ackerman Vyto L. Andreliunas Paul Davies Denis Maguire

REPORT OF THE PLUMBING INSPECTOR

Plumbing permits issued------ 404
Fees collected-----\$5,340.00
20% of these fees are returned to the town.

I want to thank all my fellow workers for the assistance they gave me the last six months. I would like to especially thank my Plumbing Inspector Alternate Arthur Smith.

Respectfully submitted,

Kenneth W. Kleynen Jr.

Plumbing Inspector

REPORT OF THE GAS INSPECTOR

Gas permits issued------ 356
Fees Collected-----\$3,770.00
20% of these fees are returned to the town.

In my department we had a slight increase in permits over last years total, which kept me very busy this present year. I would like to thank all connected to the Building Department and the Fire Chief for another successful year. I also would like to thank my assistant Kenneth Kleynen for his able assistance.

Respectfully submitted,
Chester H. Cook Jr.
Gas Inspector

REPORT OF THE ELECTRICAL INSPECTOR

Electrical permits issued------ 386
Fees Collected-----\$6,740.00
20% of these fees are returned to the town.

We have had an increase of over 50 permits from our last year totals. This department is self supporting as in the past. I want to express, at this time, my appreciation to all involved, for another successful year.

Respectfully submitted,

Dennis P. Kane

are

Electrical Inspector

REPORT OF THE POLICE DEPARTMENT

FINGERPRINTS, TAKEN FOR EMPLOYMENT	9 2 8 17 42 39 59 19 673
	271
INCIDENTS INVESTIGATED	
ACCIDENTS, INDUSTRIAL	3
ACCIDENTS, MOTOR VEHICLE	579 1
ACCIDENTS, TRAIN	1
,	702128
ANIMAL/MOTOR VEHICLE COLLISION	68
ARSON	10
ASSAULT, AGGRAVATED	10 34
BOMB THREAT	7
- · · · · · · · · · · · · · · · · · · ·	27 130
BUILDINGS FOUND OPEN	
,	1
BY-LAW VIOLATIONS, BURNING WITHOUT PERMIT	3 18
, ,	1
BY-LAW VIOLATIONS, ILLEGAL PARKING	16
BY-LAW VIOLATIONS, IMPEDED SNOW REMOVAL	1
BY-LAW VIOLATIONS, PUBLIC DRINKING	4
BY-LAW VIOLATIONS, SOLICITING WITHOUT PERMIT	3 2
BY-LAW VIOLATIONS, WET LANDS	1
CALL BOXES	4
CHILD ABUSE	2

DISORDERLY CONDUCT	
DISTURBANCE	
DOMESTIC DISTURBANCE	
FIREARMS, UNLAWFUL POSSESSION	
FIREARMS VIOLATION	
FIRELAW VIOLATIONS	
FIREWORKS VIOLATIONS	26
FIRES	284
GAMBLING	1
GENERAL SERVICE(PUBLIC)	
GENERAL SERVICE(OTHER POLICE AGENCIES)	
HEALTH HAZARD	
INDECENT EXPOSURE	
INJURY TO PROPERTY	436
LARCENY, ATTEMPTS	7
LARCENY, OVER \$200.00	99
LARCENY, \$50.00 to \$200.00	127
LARCENY, LESS THAN \$50.00	159
LARCENY, MOTOR VEHICLE	31
LIQUOR LAW VIOLATION	26
LOST CHILD	1
MEDICAL EMERGENCY	369
MISSING PERSON	29
MOTOR VEHICLE, ABANDONED	12
MOTOR VEHICLE, DISABLED	805
MOTOR VEHICLE, VIOLATIONS	263
NARCOTIC DRUG LAW VIOLATIONS	11
POSSESSION OF DANGEROUS WEAPON	1
PROPERTY FOUND	142
PROPERTY INSECURE	35
PROPERTY LOST	62
PROPERTY RECOVERED	67
PROWLER	49
RAPE	4
REPOSSESSION	5
ROBBERY, ARMED	2
ROBBERY, UNARMED	4
RUBBISH DISPOSAL	68
SAFETY HAZARD	291
STOLEN PROPERTY, POSSESSION OF	3
SUDDEN DEATH	10
SUICIDE	1
SUICIDE, ATTEMPT	5
SUSPICIOUS MOTOR VEHICLE	442
SUSPICIOUS PERSON	275
TELEPHONE HARASSMENT	61
TELEPHONE OBSCENITY	16
TRAFFIC HAZARD	122
TRESPASSING	100
TRIIANCY	8

826	1
COURT DISPOSITIONS	
A.S.A.P. PROGRAM	7 9
OCIAL PROPERTY OF THE PROPERTY	72
	29
GUILTY158	39
NOT GUILTY 6	55
MOTOR VEHICLE VIOLATIONS	
TOTOR VENEDE VEGETACIO	
	,
ALLOWING IMPROPER PERSON TO OPERATE	4
ALLOWING OPERATION OF UNINSURED MOTOR VEHICLE	2
FAILED TO DIM HEADLIGHTS	4
FAILED TO DISPLAY REGISTRATION PLATES	2
FAILED TO KEEP RIGHT	39
FAILED TO NOTIFY CHANGE OF ADDRESS	4
FAILED TO SIGNAL TURN	1
FAILED TO STOP AT RED LIGHT	5
	14 13
FAILED TO USE CAUTION AT INTERSECTION	9
FAILED TO USE CAUTION AT RAILROAD CROSSING	1
FAILED TO USE CAUTION IN BACKING	1
FAILED TO USE CAUTION STARTING OR STOPPING	6
	12
	8 23
ILLEGALLY ATTACHING REGISTRATION PLATES	23 2
ILLEGAL USE OF STUDDED TIRES	5
	17
MINOR TRANSPORTING ALCOHOLIC BEVERAGE	18
	25
	15
	26
OPERATING WOTOR VEHICLE SO AS TO ENDANGER	
	15

OPERATING UNINSURED MOTOR VEHICLE	 27
OPERATING UNREGISTERED MOTORCYCLE	 16
OPERATING UNREGISTERED MOTOR VEHICLE	 34
OPERATING WRONG WAY ON ONE WAY STREET	4
OPERATING WITH DEFECTIVE EQUIPMENT	 28
OPERATING WITH IMPEDED VISION	 2
OPERATING WITH TOO LITTLE TIRE TREAD	 6
OPERATING WITHOUT AUTHORITY OF OWNER	 7
OPERATING WITHOUT CORRECTIVE LENSES	 1
OPERATING WITHOUT INSPECTION STICKER	 70
OPERATING WITHOUT LICENSE	 51
OPERATING WITHOUT LICENSE IN POSSESSION	 26
OPERATING WITHOUT LIGHTS AFTER DARK	 2
OPERATING WITHOUT REGISTRATION IN POSSESSION	 . 9
PASSING WHERE PROHIBITED	 42
POSSESSION OF FORGED INSPECTION STICKER	 1
RECKLESS OPERATION	 5
SPEEDING	 1189
STOP SIGN VIOLATION	 151
TOWING UNINSURED MOTORCYCLE	 1
TOWING UNREGISTERED MOTORCYCLE	 1
	2062
	2002

POLICE ROSTER

CHIEF OF POLICE

JOSEPH R. CONNELL

SERGEANTS

Douglas L. Deware
David W. Hogg
Edward A. Cossette
Timothy L. Pomerleau

PATROLMEN

John Caron
Francis Chandonait
William Duggan
Patrick Haran
James Hayes
George Higgins
Michael Jelley
Terence Kane

George MacGregor, Jr.
Paul Montminy
Raymond Peachey
Edward Rochon
Joseph Roy
Robert Smith
John Tzikopoulos
Robert Welch

PERMANENT INTERMITTENT RESERVE OFFICERS

Hervey Cote James Doolin

TRAFFIC SUPERVISORS

Barbara Buchanan Sheila Curley Beverly Gagliardi Mary Hill Jane LeGacy Marjorie Pierce

CONSTABLES

Joseph R. Connell William C. MacMillan

SPECIAL POLICE OFFICERS

Robert Allard
John Antonelli
Kevin Antonelli
John Axon
Robert Ayer
William Barnett (REC)
Raymond Beauregard
Wallace Bechard (VFW)

Thomas Borden
Ruth Brosius
James Brown
William Bryant (REC)
Bowman Budinger (PART)
Charlotte Cahill
William Cahill, Jr.
Charles Card (HEF)

Leo Connell		Paul Murray	
Douglas Cook		Bernholdt Nystrom	(NVTS)
Roland Cote		R.Leonard O'Brien	(HEF)
Norman Cox	(HEF)	Joseph Oliver	(HEF)
Allan Crocker		Louis Oliver	(HEF)
Edmond Daigneault		Robert Patenaude	(HEF)
Clayton Dearth		Robert Perkins, Jr	
Joseph Doolin		Marjorie Pierce	•
Leo Duchesne	(HEF)	Everett Randall	
Raymond Duchesne	(HEF)	Alfred Reeves	
John Dundas	(IIIII)	John Reeves	
Bryan Dumont		Charles Reynolds	
Thomas Eng	(NVTS)	Uldege Ricard	
Edward Finn	(HVID)	Maurice Rooks	
			/UEE\
Robert Fitzpatrick		John F Rooney	(HEF)
Francis Flaherty	/HEE\	John Sanders	
Kennard Fletcher	(HEF)	Kenneth Saunders	
Karl Forty	(REC)	Herbert Sauve	
Beverly Gagliardi	/rm\	Elliot Semple	/
Harold Gilpatrick	(WB)	John Shannon	(WB)
Eric Gordon		Ignatius Simard .	
Daniel Hanley			(HEF)
Rene Hanson	/ v v v v	Albert E Smith	(PART)
Matthew Harding	(WB)	John Spadano	
Durfee Hill	·	David Stephens	(HEF)
John Hill	(REC)	Richard Stephens	(HEF)
Richard Hoebeke	(PART)	Richard Stone	(HEF)
Thomas Holmes		Thomas Stiling	(REC)
Harold Hoover		Edmund Szylvian	
Thomas Hughes	(PART)	Robert Upperman	
Stephen Ingalls	(WB)	Stephen Weinrich	(PART)
Frank Karkota	(PART)	Ivan Whitney	
William King		Richard Whiteny	
Christos Koravos		David Whiteway	(PART)
John Krebs	(REC)	George Wyman	\ ,
Harry Lamb	()	George Young	
Robert LeGacy		Gunars Zagars	
Alexander LeCourt		Nicholas Zaher	
Philip Lord		William Baller	
William Lyons			
Charles Lukas	(PART)		
William MacMillan	(111111)		
Fred Magdalenski			
Robert McCaffrey	(HEF)		
Robert McCusker	(11111)		
	(NVTS)		
David McLaughlin	(11410)		
Roger Menard	(NAB CC)		
Arthur Miller	(PART)		
Harlan Miller			
Harvey Miller	(NAB CC)		
Norman Mochrie	(HEF)		

AUXILIARY POLICE OFFICERS

James Basinas Kurth Lautenschlager Kevin McCusker Donald Pick

SPECIAL POLICE OFFICERS

AYER

William L. Adamson,, Sr. (Chief)
Arthur J. Boisseau
James C. Lenney
James W. Harris
Robert E. Nugent
Stanley D. Randall
Domenic A. Pugh

William L. Adamson, Jr. Edward T. Gintner Walter R. Decot Kenneth W. Kidder Dennis MacDonald Leon J. Smith Nancy C. Taylor

CHELMSFORD

Raymond P. McKeon (Chief) Pennryn D. Fitts James C. Greska Armand J. Caron Walter W. Edwards, Jr. Phillip Molleur Leslie H. Adams John Mack William McAllister Raymond McCusker John Walsh James Kerrigan John Bell Henry McEnaney Ronald Leach James Midgley Eugene Walsh William Walsh Mark Burlamachi Edward Rooney John Redican Russell Linstad Edward Auger Blair Finnegan

Patrick Daley Robert Trudel Thomas Niemaszyk Steven Burns Richard Adams Roland Linstad John Donovan Kenneth Duane William Strobel Lance Cunningham Michael Rooney Robert Popplewell Timothy O'Connor Ernest Woessner Bruce Darwin David Campbell Robert Burns Francis Roark Ronald Gamache Francis Kelly Chandler Robinson William Floyd Daniel Walsh

SPECIAL POLICE OFFICERS

GROTON

Edward J. Morse (Chief) James G.Downes, Jr. George D. Rider, Jr. Gary P. Robertson Paul A. Pepin John D. Saball Douglas G. Hatch Peter V. Connolly Robert Munro Jack E. Balonis

LITTLETON

Bruce B. Barker (Chief)
Thomas W. O'Dea
Paul Hollingworth
Joseph E. Lombardo
Wendell Brown
Rodney W. Bishop

Harry J. Plourde John J. Hagan Thomas Casey Donald Palma Micheal Niemi Susan Frasier

TYNGSBORO

Charles Chronopoulos (Chief)
Paul Deslauriers
Robert Dunderdale
Howard Given
Robert Bergeron

Roy Anderson
Joseph Pivirotto
William McAnistan
Emile Destroismaison
Michael Coulter

PUBLIC HEALTH NURSING ACTIVITIES

Public health nursing activities continued to be provided on a contractual basis by the Lowell Visiting Nurse Association. contract is for ten hours a week. The duties of the town nurse include: follow-up on communicable diseases, tuberculosis testing and follow-up, coordination and implementation of the monthly Well Child Conference, visits to infants of low birth weight, and involvement in community education and screening programs.

Maternal-Child Health Services:

The Well Child Conference was continued from January, 1981 through June, 1981. Services provided include: immunizations, examinations and growth and developmental guidance. There were seventy-one visits made in that time.

Health Maintenance Programs:

Programs are offered to assist persons in behavior modification concepts of weight control and hypertension control.

Communicable Disease Program:

Investigational reports were completed on those diseases that are reported by law.

Eighty-five flu shots were administered.

Eight tuberculin tests were given to residents either because of exposure to disease or employment purposes.

Respectfully submitted, Patricia W. Palayma, R. N.

REPORT OF THE PUMP & WELL INSPECTOR

Pump Permits issued 49
Well Permits issued 51
Fees collected \$1,440.00
(20% of this is returned to the Town)
Pump License fees collected \$50.00

(All of these fees are returned to the Town)

I want to thank the members of the Board of Health and especially their clerk Dot Healy, R. N. for their assistance during the last year.

Respectfully submitted,

-05

John P. LaFond, Jr. Pump & Well Inspector

REPORT OF THE RECREATION COMMISSION

ADULT RECREATION

All adult recreation programs are completely self-supported with all costs borne by the participants except for the facilities provided by the School Department and Recreation Commission.

The Westford Men's Softball League in 1981 involving more than 260 players on 14 teams in two divisions played all of their games under the lights at Forge Field. The eight team Modified Fast Pitch Division played Monday through Thursday evenings and Sunday afternoons. The season culminated with playoffs and a championship series. First place was captured by the Old Oaken Bucket in an exciting series with Shawsheen Trucking.

The six team Slow-Pitch Division in its fourth year provided an exciting season for the over-30 gang with the playoff crown going to a different team again this year. Westford Travel beat the 1980 champs, Auto Accessories, with runners up Fletcher Club and Franco finishing third and fourth respectively. Past power houses, Parents and Westford Cleaners, missed the playoffs this year but remained competitive to the bitter end.

Other highlights of the 1981 season included annual banquets for both divisions, a Monte-Carlo night and a clambake/all-star game.

The Westford Women's Softball League enjoyed another successful season playing at the Westford Academy, Old Nab and Robinson fields. The same evenly matched four teams competed in 1981, providing some very interesting games. For the third year in a row, first place was won by Kimball's, with Martyn's in second place and a tie for third place between Old Oaken Bucket and Bob's Auto. Each team maintained approximately 15 players. Games were played on Tuesday and Wednesday during May, June and July.

The Women's Volleyball program was conducted on Tuesday evenings from 8:00 to 10:00 p.m., October thru May at the Abbot Middle School gym. This group, under the guidance of Marily Gloyd, is not structured and includes members of varying interests and abilities. The emphasis is on good sportsmanship, exercise and fun. Activities are informal. More than 30 women signed up and although attendance was not required, a sizeable group attended each week. The program is open to all women who are residents of Westford, or who work in Westford. There is no age requirement.

The Men's Volleyball Night sponsored by the Recreation Commission completed its third successful year. This activity meets on Friday evenings at the Abbot Middle School gym and provides two hours of informal fun for men of all ages. The number of participants has increased each year, including several father and son combinations. Two courts are set up and players rotate continuously to ensure equal playing time.

The Men's Recreation Basketball Night continues to be popular for those out for an enjoyable way to get some exercise. The program runs from October through April at the Abbot gym on Monday nights that school is in session. Shower facilities are provided. The gym is available between 8:00 and 10:30 p.m. Typically, 20-30 participate on a weekly basis.

This is the fourth year for the seven team Men's Basketball League. Last seasons' league championship was won by the Red Line. The league runs from January through March. Games are played on Wednesday and Thursday nights at the Abbot gym, and Sunday evenings at the Academy. Participation in this program is limited to men over 30 years of age and who live in or work in Westford.

WINTER YOUTH BASKETBALL LEAGUE

The Winter Youth Basketball League began its seventh season with approximately 300 boys and girls participating. This year there were 4 girl's teams in the 9-11 age group and 4 teams in the 12-14 age group. The boys fielded 14 teams in the younger age group and 10 in the older one. The program uses the Abbot gym on Saturdays from 8:00 a.m. to 6:00 p.m. and the Westford Academy gym on Sundays from 1:00 to 6:00 p.m. The season runs from December through the end of March and encompasses 15 weekends of basketball. During the season, all-star games are played in each division. The top four teams in each division compete in a playoff to decide the league champions.

WESTFORD YOUTH BASEBALL LEAGUE

The 1981 season was a success for the following two reasons:

- 1. Over 600 children registered to play
- 2. Measures were taken to manage the league with increased fiscal restraint.

The league enjoyed the addition of boys and girls who were 7 years old, while continuing its 8-15 year olds programs. The league consisted of 47 teams organized into 5 divisions; Pee Wee, Girls, Minor, Major and Senior. Eight fields, including the newly upgraded Parker Village field, were used to play over 350 games. A school for the 60 certified umpires was conducted by Kevin Kiely during the preseason. Town EMT personnel ran a clinic for all managers and coaches in order to increase the safety of all children. Mr. Clayton Dearth worked hard to ensure that the fields were in good playing condition.

Special thanks is due to those volunteers who helped raise funds and enable the league to manage its finances. They are; Ms. Penny Leger, Judy Kusmin and Carolyn Hughes, who ran the refreshment stand. Jean Richards scheduled the umpires, a position that previously had been covered by paid personnel. These and other efforts in the sale of bumper stickers and MacDonald tickets were of immense value to the success of the league.

Special recognition must be given to the members of the (WYBL) Board of Directors who worked tirelessly to administer the baseball program The Board included José Ramirez, Maura Kiely, Ed Conley, Bev Dunigan, Paul Hilcoff, Bill Arrington, Kevin Kiely and Bob DeFilippi.

SUMMER HIGHSCHOOL BASKETBALL PROGRAM

The <u>Summer Highschool Basketball</u> program completed its fourth successful season this past summer. Over 45 boys between the ages of 13 and 17 competed every Tuesday and Thursday nights at the Academy gym. This program was run under the voluntary supervision of Tom Smith and Ed Scollan.

EXERCISE PROGRAM

An exercise program was conducted from 6:00 to 8:00 p.m. at the Westford Academy gym by a salaried instructor. Over 75 young men and women, ages 13 to 20, registered and approximately 30 were in attendance each evening.

YOUTH FOOTBALL

The <u>Westford Pop Warner Football</u> team completed their ninth year of competition in the Wachusett Pop Warner Football league. Thirty-two boys and twenty-six girls between the ages of 11 and 13 participated in the program.

The Lions finished the season with a record of 4-4-1. Playoff hopes were prevailing until a mid-season slump. The Lions hope to rebound in '82, and look forward to the season with anticipation. The team was coached by Mr. Russell Carlson with assistants Mr. Jake Zaleski, Mr. William Bryant and Mr. Len Baptiste. The cheerleaders were coached by Mrs. Ronnie Adams, Mrs. Sharon Kearney and Mrs. Louraine Dorion.

The season culminated with a banquet where players were awarded trophies and certificates. Special thanks to the parents auxiliary, the Westford Lions Club, and all others who gave their time to make this season successful.

SUMMER GYMNASTICS

On Monday and Wednesday nights from 5:00 to 8:00 p.m. during the month of July, the girls gymnastics program was conducted in the Westford Academy gymnasium by a professional instructor. Over 30 girls, ages 11 to 18 were registered in this very successful program.

ICE SKATING

The Westford Ice Skating Association, a fully self-supporting and independent organization, but supported by the Recreation Commission, provided a full fall and winter skating program open to all town residents. The WISA offers programs in figure skating, intramural hockey, traveling team hockey and adult hockey. In 1981, there were over 300 participants involved in all programs.

Since the beginning of the current fiscal year, WISA has received no town funds. All costs associated with the program are born by the participants or defrayed through the fund raising efforts of the organization.

The Board of Directors would like to express their gratitude to the many contributors, volunteer coaches, figure skating instructors, referees and team representatives whose efforts have helped to make our programs successful.

WESTFORD YOUTH SOCCER

This year, Youth Soccer was reorganized as another fully self-supporting activity independent of the Town of Westford, but supported by the Recreation Commission through the use of town fields and facilities. The new Westford Youth Soccer Association finished its first fall season with more than 700 children between the ages of 6 and 18 participating. The program was structured with 43 coed teams in four age divisions and two girls teams of high school age. Games were played at Nabnasset, Abbot, Forge Village and Parker Village fields. The season lasted from September through November.

The Westford Youth Soccer Association will also participate in the Boston Area Youth Soccer (BAYS) program conducted during the spring. Westford entered 19 teams in the Boys Program in 1981. The program featured 10 games for each team against many neighboring towns and other towns in eastern Massachusetts.

SUMMER PARKS

Operating out of five schools (Robinson, Frost, Sargent, Cameron, Nabnasset) and the new Parker Village Recreation Area, the Summer Parks Program had another very successful summer session serving between 150 and 300 Westford children daily.

The program, designed for youth ages 6 through 12, ran for 7 weeks from 9:00 a.m. to 12 noon, Monday through Friday, and consisted of extensive arts and crafts projects, sports competition, bike hikes, and various games for all ages. Trips to Forge Pond and Edward's Town Beaches were an added attraction.

Leadership at each park was provided by two park counselors and an arts and crafts specialist who worked at each playground introducing new ideas and providing instruction.

The closing day session was once again the highlight of the summer session with more than 300 youngsters participating in competitive games, races, and at the same time consuming many hamburgers and hotdogs.

The Commission would like to extend out thanks to the Westford Public Schools Administration, Principals, Custodians and others without whose help the Summer Parks Program would not have been successful. Special Thanks to those neighbors of the Parker Village Recreation Area who provided drinking water and toilet facilities for the playground.

TRACK

The past year has been one of growth for <u>Westford Recreation</u>
<u>Track</u>, in both size and scope of the program.

This year, for the first time, a Spring Track program was offered on Wednesday and Friday evenings between May 4th and June 26th,
which provided preseason instruction and conditioning for over 30
young runners planning to compete in regional and state meets scheduled throughout the summer. The regular Summer Track program, held
on Monday and Wednesday evenings from June 29th through August 26th
provided instruction and competition in track and field events for
over 160 youngsters ages 7 through 14.

Participants in the summer program were encouraged to take part in at least two fo the six running events (50-yard dash, 100, 200, 440, 880 and mile) and one of the three field events (long jump, high jump, and softball throw) for which instruction was offered. An intramural meet at the end of the summer provided each participant an opportunity to show what he or she had learned and sent most competitors home with a ribbon or medal for their effort.

Several outstanding performances were turned in by individuals who traveled to state or regional meets in Taunton, Framingham, Braintree, Boston and Providence, RI. This year saw a substantial increase in both the number of Westford youths competing in these meets and the number of awards they received.

The continued growth and success of Westford Recreation Track, now entering its seventh season, is a tribute to the energy and dedication of the volunteer coaches, assistants, parents and friends who devote a great deal of time and effort to planning and carrying out this program. Special thanks is also due to the School Department for the use of the Westford Academy track and equipment.

TOWN BEACHES

Again this year qualified lifeguard protection was provided from 10:00 a.m. through 6:00 p.m. seven days a week for the period late June through Labor Day weekend at both Forge Pond and Lake Nabnasset (Edward's) Beaches.

During July and early August, a record number of 425 youngsters were enrolled in a very successful certified Red Cross Swim Program, conducted in three separate two-week sessions by six Red Cross Instructors. The required lifeguard protection involved two guards on duty at both the Forge Pond and Edward's Beach locations. Lifeguards were certified with advanced lifesaving, instructor ratings, C.P.R. and first aid training. Courses taught included Toddlers, Basic Beginners, Intermediates, Swimmers, and two life saving courses - basic and advanced.

The Town Highway Department, Parks Division, again did an admirable job providing daily maintenance, trash removal and general grounds upkeep at the Forge Pond location. Special Police Officers were appointed to coordinate security and enforce beach and tag regulations.

The Commission would like to extend our thanks to the Lowell Underwater Explorers Club who conducted the Annual Beach Underwater Cleanup and Safety Check in mid June. We also acknowledge the assistance rendered by Bill Barnett as volunteer administrator of the Aquatic Beach program.

JUNIOR WRESTLING

The Junior Wrestling team has increased in size by 30% from 15 members in 1980 - 1981, to 20 members in 1981 - 1982. The team entered into the Merrimack Junior Wrestling League, and had a very impressive showing at the end of the season. The team received funds from the Town of Westford and also received donations from the Kiwanas and the H.E. Fletcher Athletic Club to aid in the purchase of uniforms. The town showed tremendous support at both home and away wrestling meets. Many former wrestlers for Westford Academy showed their support by helping the team by coaching during the season.

PARKS

A continued upgrading of all parks and playing fields was undertaken during this past year, including overseeding of selected areas, spring and fall fertilizing, and continued repair and maintenance of damaged or vandalized fences and facilities.

ACKNOWLEDGEMENTS

The Recreation Commission wishes to thank the more than 350 volunteers who actively contributed to the success of the 1980 - 1981 programs. We especially thank the Boosters, Managers, Coaches, Officials and Administrators who so willingly gave of their time, energy, and expertise to all the programs.

We wish to thank all the parents who supported the teams both at home and on the road, and also Clayton Dearth who, as in the past, provided the excellent fields on which we played.

In addition, the Commission would like to single out the following groups and organizations for their most appreciated contributions:

The A.F.S., Lions Club, and other Boosters for their generous donations.

The School and Highway Departments for their excellent assistance and cooperation.

The Roudenbush Community Center, V.F.W. Post, H.E. Fletcher Social & Athletic Club for the use of their facilities and continued support.

Respectfully submitted,

John Krebs, Chairman
William Barnett
William Bryant
Mary Hill
Paul Murray
Don Porteous
Tom Stiling
John VanLeeuwen
Diane Zegowitz

REPORT OF THE BOARD OF REGISTRARS

The Board of Registrars conducted the Annual Resident listing which resulted '1 the printing of the jury selection list for Westford residents, the precinct lists of registered voters, dog owner lists, the alphabetical list of residents and the Street List books.

Registration sessions for new voters were held for the Special Town Meeting March 17, 1981, the Annual Election and Annual Meeting in May, the Special Town Meetings in June, September, October and November. Registered voters totaled 7,517 with 3,072 Democrats, 1,156 Republicans, and 3,289 Unenrolled (Independent).

The Board held ten sessions to register new voters, met once to certify signatures on nomination papers for the Annual Election (80 papers - 1,048 signatures), twice to certify signatures on Initiative petitions (60 papers - 1,094 signatures) and seven times to certify 2,280 signatures on 234 petitions for the Annual and the Special Town Meetings.

Meetings were also held to prepare ballot boxes for the election, for budget preparation and street census listing clarification.

Respectfully submitted

Board of Registrars
William R. Healy, Chairman
Leon P. Blanchard
Wilbert L. Vaughn
Bette R. Hook, Clerk



Round Roudenbush

Annual Report of the Roudenbush Community Center Committee

December 1981

Volume VI No 1

ROUDENBUSH GENERATES OVER \$21,000 IN 1981

Income from rentals, program, the Children's Center PreSchool and the Roudenbush Associates offset the expense of running the Community Center for the Town. \$21,280 was raised from these sources, leaving a net cost to the Town of \$29,320.

INCOME:		EXPENSES:	
Rentals	\$ 12,280	Salaries \$	33,690
Program	2,180	Utilities	11,830
PreSchool	4,400	Operating	2,660
Associates	2,420	Capital	2,420
Total	\$ 21,280	Total \$	50,600

A VERY GOOD BARGAIN

Some simple division yields an incredible fact: the cost to maintain, equip and operate the Center is a very low per capita cost of \$1.95.

This is computed by dividing the cost to the Town of \$29,320 by a population of 14,900.

ROUDENBUSH MAKES STAYING HEALTHY EASY

Westford residents have a wide range of health services within easy reach at the Health Services Area at Roudenbush, all of which are either free or at low cost.

In 1981, the following were held:

- . podiatry clinic, monthly
- . well child, monthly
- . PAP tests, monthly
- . SHARE counseling, weekly
- . camp physicals, annually

NO CAPITAL EXPENSES

George Pomeroy, Roudenbush Director, reports that no capital expenditures were required of the Town in 1981.

Many capital improvements were made to the building, however, through gifts from the Roudenbush Associates which included:

- . installation of a sink on the second floor
- . shelving and closets
- . additional electrical outlets
- . room dividers
- . wall clocks
- . tables
- . carpeting

COUNTING THE KILOWATTS

A grant for a technical energy audit in 1981 allowed us to make improvements in energy usage. Gas consumption was down 37%, and the Roudenbush used 22% less electricity.

PHILOSOPHY ON PROVIDING HUMAN SERVICES REAFFIRMED

The seven members of the Roudenbush Committee continued working to provide a multi-service center for people of all ages. During several meetings, dubbed "Soul Searches" held over the summer, the Center's commitment to expand the human services at the Roudenbush over the next several years was reaffirmed. A Service subcommittee was established, with members Peggy Martinson and Denny Wood offering to serve.

Examples of the human services provided in 1981 include:

- the ongoing arrangements with SHARE for counselor Frank Vangeli to meet with clients at Roudenbush on a weekly basis,
- support group for families who are dealing with the death of a loved one, led by Marcia Cohen of Nashoba Boards of Health,
- weight control support groups led by Pat Palayma, Lowell Visiting Nurses Association,
- mothers' support groups led by Roberta Panagakos, RN and Dorothy Brown of Merrimack Education Center,
- career counseling with Mary Todd, Lowell YWCA,
- consultations with staff members from Healthworks
- discussion group for parents of adolescents, led by Robert Andrews from Perspectives
- continued health services
- annual Bloodmobile

THANKS TO ...

Kennett Corp for donating a copier to the preschool

George Schneider for building toys

Nancy Ferrell for brochure designing

Sandy Zeising, Jane Jurgeleit, Bea Masur and Mary Cohen for serving on the Program Committee

Wang Laboratories for a gift of \$ 200

Tom Shelvey for repairing our fire damage

Clinic volunteers Kay Teague, Joanne Moulton and Nancy Ruby.

Dr. David Watson for camp physicals and well child clinics

Jerry Culbert for help with the Technical Energy audit

Folders of 14,100 brochures throughout 1981.

HISTORIC SIGNS MOVED TO MUSEUM

When the Roudenbush was reshingled in 1980, the sign reading "Wm. C. Roudenbush School" which had been in place since 1955, was removed. Underneath, the original "Westford Academy" sign was discovered, probably dating to 1897.

In May, 1981 both huge signs were carried down Main Street to the Westford Museum, where they will be on display when the building opens for business.

ONE OF THREE ATTEND

An offhand query by a visitor who wondered how many people participate in Roudenbush, programs produced research into some very impressive statistics.

In 1981, over one thousand Westford families took advantage of health services or programs offered by the Roudenbush Committee in our program brochures mailed townwide four times a year.

In addition, an estimated four hundred more households had family members in the building involved in programs offered by groups who rent space: Aerobics, Karate, YWCA gymnastics, Nashoba Dog Training, Chameleon Dance or Diet Workshop.

And another one hundred families were represented at meetings held at the Roudenbush by groups who use the building at no charge: the 4H, League of Women Voters, Westford Minutemen, Westford Youth Soccer, Writers Guild, Open Stage and the Recreation Commission.

Add to that basketball and soccer teams who practice in the gym, the senior class at Westford Academy who held their Halloween Dance in our gym, and the Frost School, and it adds up to at least a third of the residents of the Town.

FAREWELL TO FRIENDS

Three members of the Roudenbush Committee who were instrumental in the formative years of the Center and of the PreSchool ended their terms in 1981.

Joan Shelvey and Melva Jean Shepherd had both chaired the School Board which directs the PreSchool, and Dick Hoebeke had been our doer of a little of everything in the two years he served in the committee. Thanks to all three. In their places, the Selectmen appointed Peggy Martinson, Beaver Brook Road; Denny Wood, Depot Street; and Bert Russo, Main St.

WELCOME NEW FACES

In December, Frances Webber was appointed Director of the Pre-School, replacing Gail Bos who resigned to return to teaching. Frances takes over a school which has grown to 120 students, and has a 766 program approved by the Westford School Department. Keeping the old building in shape is Bob Soucier, Head Maintenance Man, and Joe Callery, Building Custodian each evening. Bob fills a vacancy created by the end of CETA funding, and Joe was hired upon the resignation of Joe Pellegrino in the Fall.

ROUDENBUS - LEAVE THE DRIVING TO US

Hate traffic? Parking make you dizzy? Hundreds from Westford have found the Roudenbus to be the solution. This year the RoudenBus traveled to Quincy Market, the Patriots' only winning home game, the Flower Show, Nashua's Children's Museum, Museum of Fine Arts, Red Sox game, Kennedy Library, Newport Mansions, The Nutcracker ballet and more.

RCC COMMITTEE MEMBERS: Ellen Harde, Chairman; Barbara Landino, Alden Wood, Peggy Martinson, Bert Russo, Bob Ferreira and Mary Jo Cassidy. STAFF: George Pomeroy, Director; Barbara Murphy, Clerk; Jerri Buffo, Program Assistant

ORGANIZATION SCHOOL COMMITTEE

Mary L. Caless, Chairman	692-8642	Term expires 198	2
Douglas R. Keele, Vice-Chairman	692-7288	Term expires 198	4
Joyce R. Jekanoski, Secretary	692-4749	Term expires 1983	2
Donald F. Bradanese	692-2519	Term expires 1983	3
George E. Murray	692-2270	Term expires 198	3
Joan M. O'Brien	692-2222	Term expires 198	2
Mary H. Trubey	692-8355	Term expires 198	4

OFFICE OF SUPERINTENDENT OF SCHOOLS 35 Town Farm Road

Lloyd G. Blanchard, Superintendent

Dr. John A. Crisafulli, Ass't. Superintendent

John R. Allen, Federal Grant, Career/Testing Specialist

Doris S. Santaguida, Director of Operations

Ann Bennett, Secretary to Superintendent
Shirley Mantone, Receptionist/Sec'y. to Ass't. Sup't.
Alice Watson, Bookkeeper
Blanche Crocker, Ass't. Bookkeeper
Marilyn Pease, Records Clerk

Kenneth Sargent, Administrator of Special Education 692-2378
Dr. Jane Coleman, School Social Worker
Alma Swartz, School Psychologist
Dawn Brine, Speech Pathologist
Catherine Pawliczek, Speech Pathologist
Jackie McDonald, Speech Pathologist

Joan Chipchak, Secretary Mary Alice Carlson, Secretary

Nancy Chandler, Food Services Director Jean Rubinstein, Title I Director

SCHOOL TELEPHONES

Westford Academy	692-2551	Frost School	692-4051
Music Office Guidance Office	692–2611 692–2334	Cameron School	692-6542
Athletic Office	692-2411	Sargent School	692-6553
Abbot Middle School	692-2587	Nabnasset School	692-4777
		Robinson School	692-2541
Norman E. Day School	692-6391		

SCHOOL VISITS

You are welcome in your schools to talk with the school principal and staff whether or not you have children in the schools. However, in order not to interrupt a class, you are urged to: 1) check in with the principal before visiting a class and 2) make an appointment if you wish to discuss your child's progress with teacher.

SCHOOL ADMISSION

Children are eligible for enrollment in kindergarten in September of the calendar year in which they attain the age of five years; in grade 1 in September of the calendar year in which they attain the age of six years. Birth certificate and evidence of successful vaccination are necessary for registration of any child new in Westford. Those transferring from other schools should present transfer cards.

SCHOOL COMMITTEE MEETINGS

The School Committee meets in regular session usually the second and fourth Monday of each month at 7:30 P.M. There are also special meetings called from time to time, especially during budget season. Meetings are posted at the Town Hall. Public is encouraged to attend.

SCHOOL CALENDAR 1981-82

Fall Term	September 9	December 23
Winter Term	January 4	February 12
Spring Term	February 22	April 16
Summer Term	April 26	June 22

Total School Days - 180
June 23, 24, 25, 28, 29 - Make up for lost days

Days Omitted:

Columbus Day	October 12
Middlesex County Teachers Meeting	October 21
Veterans Day	November 11
Thanksgiving Recess	November 5-November 30
Martin Luther King Day	January 15
Good Friday	April 9
Memorial Day	May 31

SCHOOL PHYSICIAN

Dr. David Watson, 200 Littleton Road, Westford

SCHOOL NURSES

Anne McCusker, R.N. Head	Nurse Office: Abbot School	692-2587
Nancy Bissell, R.N.	Office: Norman E. Day School	692-6391
Barbara Brewer, R.N.	Office: Westford Academy	692-2551
Beverly Shepherd, R.N.	Office: Robinson School	692-2541

TO THE CITIZENS OF THE TOWN OF WESTFORD, your School Committee respectfully submits its report for the 1980-81 school year.

SCHOOL SESSIONS FOR PUPILS

Westford Academy Late Bus	Grades 9-12	7:45 AM - 2:25 PM 4:00 PM
Middle Schools Late Bus	Grades 6-8	8:40 AM - 3:00 PM 4:10 PM
Elementary Schools No Late Bus	Grades 1-5	8:10 AM - 2:00 PM
Kindergarten AM		8:15 AM - 10:45 AM
Kindergarten PM		11:30 AM - 2:00 PM

NO SCHOOL SIGNALS

These consist of two blasts on the fire horn at Westford Center and a long wail on the sirens in the villages, all at 6:30 AM for the high school. The same signals will be used at 7:00 AM for the elementary and middle schools. The following radio stations carry our no school announcements at 6:30 AM:

WCAP	Lowell	980	WHDH Boston 880
WLLH	Lowell	1400	WEIM Fitchburg 1280
WBZ	Boston	1030	CHANNEL 5 Boston

It is the policy of the School Committee to keep schools in session on all days during which it is safe for buses to be operated. The widely varying conditions in the several parts of Westford make it difficult to reach decisions equally fair to all. On days when weather conditions are questionable, parents are urged to exercise their own judgement to the wisdom of sending children to school.

1980-81 OVERVIEW

Budget preparation for 1981-82 was a demanding and time consuming exercise for staff and for School Committee this past year. From early fall when it appeared evident that the budget might be subject to even greater fiscal limitations than ever before, through the late fall when the limitations became fact with statewide acceptance of Proposition $2\frac{1}{2}$, and then on through the balance of the school year right up to the May 9 Town Meeting your School Committee was attempting to provide for the continuation of a strong education program within fiscal limitations which themselves were uncertain because of the controversy over the official Westford tax base.

The Administrative Council submitted a budget draft in late September which anticipated the impact on staffing, contracts, supplies and capital of a strict adherence to the proposed limitations based upon current tax base plus the allowable 13% increase. This draft was reviewed by the School Committee, with the assistance of staff and representatives of the School Consolidation Review Committee, at an evening meeting October 7. In the course of this meeting the chairman of the Finance Committee phoned to advise that the School Committee should budget normally and attempt to assign priorities. The School Committee was also told to expect a Finance Committee position paper by mid October. The School Committee then voted to prepare a position paper of its own emphasizing services to be curtailed or eliminated if Proposition 2½ proved successful on November 4. A position paper was subsequently developed, and released the last week in October. The position with respect to probable service and program reductions largely materialized in the ultimate budget adoption.

At the December 1 School Committee budget meeting following statewide acceptance of Proposition 2½, a total of no less than 56 organization, staff and program modifications were listed for intensive study. School Organization was the first area for review. A public forum was held December 8 in the High School Cafeteria to review organizational patterns. Mrs. Frayda Viera, Chairman of the School Consolidation Review Committee, urged no school closings. But if school closings are unavoidable, then the first to be closed should be a middle school. The alternative organizations presented by the Superintendent, along with fiscal and other advantages of each were:

- A. Continue the present organization with a grade 9-12 high school, two grade 6-8 middle schools and five elementary schools housing K-5 (Sargent/Cameron as a single school district with K-2 in Sargent and 3-5 in Cameron).
- B. Close the three small elementary schools and place K-4 in Nabnasset and Robinson, 5-8 in the two middle schools, and 9-12 in the high school.
- C. Close the three small elementary schools and place K-4 in Nabnasset and Robinson, 5-6 in Day and 7-8 in Abbot, 9-12 remaining in the high school.
- D. Close one middle school and place 7-8 in the other. Place K-6 in the five elementary schools, 9-12 remaining in the high school.

E. Close the three small elementary schools and create a three district elementary organization served by Nabnasset, Robinson, and Day K-6. Place 7-8 in Abbot, 9-12 remaining in the high school.

The School Committee recorded and responded to several questions from the floor, and then announced a second public forum December 15 in the Westford Academy lecture room 114 to hear a panel on "alternative administrative organizations".

Dr. Richard Lavin, executive secretary Merrimack Education Center (MEC) and Dr. Kenneth Seifert, Superintendent of Schools, Andover, MA, were panelists. Prof. Terrence Deal, Harvard Graduate School of Education, was unable to appear due to illness. Dr. Lavin emphasized the principles of good management; Dr. Seifert detailed some specific administrative organizations which might be appropriate for Westford.

Again questions were invited from the floor. A complete summary of both public presentations, along with questions and answers following the presentations, are a matter of record in the official book of minutes of the Westford School Committee.

Subsequent to these two public presentations, there were no less than fourteen budget meetings and hearings, all open to the public, as the School Committee worked towards a solution to the complex problem of balancing limited resources to assure that good programs were retained at reduced cost, and that class size was maintained. The quest for a viable budget was complicated by uncertainties of the so-called "bottom line". In early Jan. Finance Comm. rep. Schreiber recommended a budget cut of 17.38% in order to comply with Proposition 2½. By mid January the Finance Committee revealed an upward revision of Westford's "full & fair" to the 300 million level and a change in budget guidelines to a more modest cut of ½%. The final School Committee budget which did receive Town Meeting approval on the condition that any surplus in the transportation account be turned back to the Town, resulted in the following staff and program reductions:

I.	Staff	1980-81	1981-82	%
	Professional *Teachers	192.8	182.9	5.1
	" Support	26.0	19.7	24.2
	Classified	6.0	4.5	25.0
	Sec'y. & Clerks	30.0	23.0	23.3
	Custod. & Maintenance	28.0	24.0	14.3
	Totals	282.8	254.1	10.0

^{*} Reduction maintains class size because of the anticipated enrollment decrease of about 4.2%. The actual decrease was about half this figure. Some staff cuts were restored in the fall.

II. Programs *(see footnote)

Sargent School closed.

Aides eliminated except for Chap 766 as required by law and lunch aides as negotiated.

Handwriting supplement eliminated.

Supplies cut over 20%.

Transportation for late athletics and activities eliminated. Lunch program made self-sufficient with no supporting local funds, compounded by anticipated reduction in federal funds. Student activities, including interscholastics, reduced 25%. Capital reduced 45%.

The final budget of \$6,629,948, less Federal PL874 funds in hand, was approved by the School Committee, hopeful that student fees might help offset the reduction in the activities account, that our efforts to conserve energy might enable us to absorb reductions in heat and transportation, that federal and corporate grants might enable us to move forward in our computer instruction program, and that we might hold the line on Chap 766 expenditures through expanded in-school services.

* Committee reconsidered and restored certain items Sept-Oct 1981:

Part-time Grade 1 teacher, Robinson School
Increase in middle school instructional services
Part-time clerk, Central Office
Special Class aides, Abbot & Day
Kindergarten aides
Grade 8 aide each Middle School
Grade 4 aide Nabnasset
One hour extension of two part-time nurses' time
Part-time maintenance
Restoration of transportation, after school activities

PERSONNEL

Reference was made in the Overview to a 10% staff reduction. Fortunately or otherwise, most of the reduction was accomplished through attrition. We lost to retirement two administrators, five teachers, four secretaries, two custodians and one food services employee. In addition, there were twenty staff members who submitted resignations. Eight left school work for business opportunities and the remaining for positions in other school systems, family move, or other reasons. Ten teachers were granted leave of absence, eight for adoption or maternity and two for sabbatical study and for travel.

At the close of the school year, Joyce Jekanoski resigned from the School Committee and John Kavanagh was appointed to fill out the term.

Reductions in the instructional staff were avoided as far as possible to maintain class size, the top priority in the development of the reduced 1981-82 budget.

The loss of Central Office Federal Grant/Career/Testing Specialist, and the Records Clerk who assisted in the Business Department, as well as the reduction of the duties of Director of Operations to Transportation and Energy only, will obligate the Superintendent to assume Federal Grant and State/Federal report duties, and the Assistant Superintendent to absorb the testing tudies, as well as the direction of the system's operation and maintenance responsibilities. The school system's Food Services Program will operate under the half-time services of the former Director of Operations.

School administrative office personnel will also have to double up on duties with the loss of one principalship and the cutback in guidance and clerical. Hopefully the introduction of computerized services might help relieve the impact of personnel loss, but until programs are operational the clerical need might even increase.

Contracts of secretaries, custodians and food services employees were carried over to 1981-82. Little progress was made on through the spring on the 1981-82 contracts for teachers, administrators and nurses.

On July 23, 1980 Superintendent Blanchard announced his retirement effective July 31, 1982.

POLICY AND JOB DESCRIPTIONS

The demands of budget and personnel concerns caused frequent deferment of action on policy and job descriptions this past year. Superintendent suggested in August that policy and job description recommendations be a part of each agenda, and with School Committee approval, policy was listed as the first item under old business on each agenda. A sub-committee of the School Committee was appointed to review each job description before it might be placed in the agenda.

Some of the policies which came under consideration and were approved with some editing included Homework, Fund Solicitation, Formulation of Job Descriptions, and Placement of New Teachers on Schedule. Some policy revisions were held for further editing.

PUBLIC PARTICIPATION

Westford is fortunate to have so many individuals and groups willing and eager to serve the schools. Early in the school year Dr. David Friedman, assisted by graduate students from the New England College of Optometry, and by members of the Junior Women's Club and Lions Club, screened 134 Kindergarten children for eye defects. Of the total screened, 10 were referred for further testing and attention. This has become an annual service, vital to the welfare and academic success of our pupils.

In June 1980 a committee of 12 was appointed by the School Committee to review the January 1979 School Consolidation Review Report. The committee organized in the summer and met a total of nine times. Chairman Frayda Viera delivered to the School Committee and to the public it's recommendations October 20. The report supported the earlier recommendations of the committee chaired by David Earl - "Beyond the perspective that a study of school capacities can give us, we find that the materials and concepts presented by the initial study committee remain correct and reliable. The review committee feels that no school closings should be contemplated before 1984 and that a new committee should be formed in 1982 to review enrollments and to re-evaluate the recommendations and proposals of the two previous committees."

Both these committees reported prior to Proposition $2\frac{1}{2}$.

In March 1981 a special sub-committee was appointed to evaluate the physical building limitations, safety, instructional programs and student enrichment opportunities of each of our small elementary buildings, Frost, Cameron and Sargent. The committee consisted of two parents from each small school district, one teacher from each of the buildings and School Committee and administrative representation. Alan Weeks, president of the Cameron/Frost/Sargent P.T.O., also served on this committee. The May 12 report delivered by Ass't. Superintendent Dr. Crisafulli contained several recommendations which might strengthen the potential of the smaller schools to improve pupil opportunities in spite of physical plant limitations.

An early and continuing concern of the Central Office administration has been lack of computer data recall assistance. In March Superintendent Blanchard submitted a proposal that the School Committee identify a sub-committee to evaluate a plan which he had been researching. Active participants on this committee were John Gilbert, Anthony Martinez, Gunnars Sagars, and Donald Bradanese of the School Committee. Joseph Lisi, Academy principal, was also an interested participant because the research of the sub-committee went beyond Central Office data retrieval and explored the centralization of a systemwide

computer center making use of the newly acquired Digital 11/34 located in the High School. On advise of this committee, and approval of the School Committee, a contract was signed with Educational Software Systems, Inc. for programs and additional equipment was purchased, expanding our computer capability. The challenge for the future is to realize full utilization of this increased potential.

It is difficult to list all those individuals and organizations which have contributed to the Westford schools and students without overlooking some. Parent-Teacher organizations raise money for several pupils services not covered by budget, including field trips. A Citizens Advisory Committee has been working with staff over the past couple of years developing our new Comprehensive Health Program. Local service organization provide scholarship assistance for our graduates. The Junior Women's Club, already cited for assistance in the vision screening, also sponsors an elementary book sale, a Grade 1-5 Book-A-Thon, and even provides a pre-Christmas "Breakfast With Santa" for our K-3 children. The League of Women Voters, Garden Club, and Historical Society provide special instruction programs for our students from time to time during the school year. The Kiwanis Club supports the Presidential Classrom for Young Americans. The Rotary Club recognizes Westford Academy's Student of the Month. And finally, individual citizens are showing increased interest in the schools through their attendance at school functions, School Committee meetings, and special presentations. Thanks to the active participation of our local residents, the Westford schools are alive and well.

CURRICULUM AND PROGRAM IMPROVEMENT PROJECTS

John A. Crisafulli Assistant Superintendent Director of Curriculum

In 1980-81 curriculum and instructional programs continued to be evaluated and improved upon. Through this process of continuously and systematically updating, students and staff are provided with meaningful and enriched instructional programs.

Study teams were involved in the areas of Language Arts, Math, Health, Music, Physicial Education and Practical Arts. The makeup of these groups included a grade level representative cross section of staff. The committees and part-time curriculum coordinators aided the Ass't. Superintendent in providing our school system with an on-moving grade K-12 curriculum assessment and improvement model.

LANGUAGE ARTS

Since 1977 the Language Arts Task Committee has been assessing our entire program grades K-12. During this time we have implemented a new English grammar and writing program. We have also developed a differentiated Language Arts Program at grades 7 and 8. In 1979 we put in a new K-8 coordinated literature program.

During this year the Task group has been assessing our current K-6 reading program. The members have visited other school systems, utilized a local college reading specialist, developed a reading program criteria evaluation instrument and have sought parent and staff input.

The group analyzed nineteen various reading programs. Through the use of a criteria evaluation instrument they have narrowed the acceptable program to four. During the 1981-82 academic year these programs are to be field tested in various grade level representative classrooms. A recommendation will be made in the spring of 1982 with implementation commencing in the fall of 1982.

BASIC SKILLS IMPROVEMENT PROGRAM

This year we implemented the 1978 State Department of Education mandated Basic Skills Improvement Program. The State regulations require that all school systems in the Commonwealth commencing September 1980 measure achievement in the areas of reading, writing and mathematics. This assessment must occur at three levels: early elementary, later elementary and secondary. In Westford we are measuring students basic skills at the 3rd, 6th, and 8th grade levels.

The results were very positive. They are as follows:

re-

Grade 3		No.	%	No.	%
Grade 3					70
1					
A) Student Achieving Minimum Standards 22	5 99	216	95	225	99
B) Students Not Achieving	2 1	11	5	2	1
C) Total Evaluated 22	7 100	227	100	227	100
Grade 6					
A) Student Achieving Minimum Standards	6 97	287	94	296	97
B) Students Not Achieving	9 3	18	6	9	3
C) Total Evaluated 30	5 100	305	100	305	100
Grade 8					
A) Student Achieving Minimum Standards 26	7 98	259	95	264	97
B) Students Not Achieving	5 2	13	5	8	3
C) Total Evaluated 27	2 100	272	100	272	100

COMPREHENSIVE HEALTH EDUCATION

During the 1980-81 academic year, under the guidance of Marilyn Frank, our part-time Health Coordinator, a seventh and eighth grade Human Sexuality Curriculum was developed. This curriculum was co-authored with Diane Clifford, a Science teacher at the Norman E. Day School. The curriculum met with the approval of the Citizens Advisory Committee. Parent awareness meetings were held at each middle school. The seventh grade curriculum was taught to a full class of Abbot Middle School and the eighth grade curriculum was also fully subscribed at Norman E. Day. The instructor, Nancy Burt, was university trained at the graduate level at the University of Lowell. The University, under request from Westford, created this graduate course to accommodate teachers needing training in this field at the graduate level. Prior to this, it had been offered only at the undergraduate level. It is our hope that this curriculum may be fully implemented in the 7th and 8th grades in the 1981-82 school year.

At the high school level, the second year of the 9th grade Comprehensive Health Education Course was completed successfully. Once again all sections of the course were mandated for freshmen, except for the human sexuality unit, which is always optional. This unit requires

signed parental approval after parents are in receipt of complete lesson plans. This second year approximately 94% of all 9th graders participated in this unit. A "Parent's Night for the Health Education Course" was held at the Academy.

The schools reached into the community for the second year and offered a 4-session evening course for adults in the area of human sexuality. This year the course was offered to parents of students in grades 7, 8, and 9. This offer was designed to augment information on an adult level and to assist in helping parents communicate with their youngsters on this very sensitive subject. This adult course will be offered yearly and in 1981-82 is expected to be offered to parents of all students.

In-service offering for staff included a human sexuality workshop, an alcohol update workshop session, and K-6 nutrition workshops. Through the efforts of Mr. Frank and her committee, the in-service and Instructional Nutritional Kits to be used in the classrooms have been provided free of charge. Mrs. Frank and her group should be commended for saving the community monies by having the New England Dairy Council provide a grant to assure us \$1700 worth of materials for the Town of Westford School Deptartment to use.

PRACTICAL ARTS

Since 1979, Mr. Robert Ricardelli, part-time Practical Arts Coordinator, and staff have assessed our current grade K-6 Art Program. They have visited other school systems, and utilized art consultants. A new coordinated program was developed and represents a strong skills multimedia-oriented course of study. The course of study includes specific lesson plans with accompanying student objectives and also outlines teaching strategies. The program will be implemented during the fall of 1981.

CAREER EDUCATION

John R. Allen

Career education reinforces basic school subjects by combining them with and relating them to the contemporary world.

The word "career" denotes any profession - artist, homemaker, professor, journalist, secretary, doctor. Through Career Education, students learn about:

- themselves
- their value to our social and economic systems
- making the system work for them
- career options, demands, benefits
- career decision-making based on solid information
- basic career goals
- basic career skills
- basic econimic knowledge

Westford continues regional contacts in the area of career education through:

- The Northern Middlesex Chamber of Commerce
- The Greater Lowell Business/Labor/Education Collaborative
- Lowell C.E.T.A., which funded 2 youth-oriented projects (Youth Employment & Training Program; Summer Youth Employment Program)

The academic thrust of this years program was to have staff infuse into their classroom program the basic concepts of career education.

TESTING

John R. Allen

A) STANFORD ACHIEVEMENT TESTS

The Stanford Achievement Testing Program stanine scores are expressed above a scale ranging from a low of one (1) to a high of nine (9), with the value of five (5) representing the average performance for the norm group. Pupils scoring the statnines 1, 2 & 3 are considered to be scoring the the below average stanine bands. Those that score in the stanine range of 4, 5 & 6 are considered to have average scores. The pupils that score in stanines 7, 8, & 9 are reported as having stanine scores that are above average. This year the testing program was administered in October. The normas for pupils in grades 2, 4 and 5 did not begin until January and thus individual results were not recorded for those youngsters. However, the group composite scores were still high.

1973 EDITION - STANFORD ACHIEVEMENT TEST STANINE SCORES 10/80

Westford Scores	Gr. 2	Gr. 3	Gr. 4	Gr. 5	Gr. 6	Gr. 7
Total Reading	9	9	9	9	9	9
Total Math	8	-	9	8	-	8
Composite Score	9	-	9	9	-	8
No. of Pupils	212	216	231	286	271	253

B) SCHOLASTIC APTITUDE TEST (S.A.T.) Class of 1981

Five Year Profile: Scholastic Aptitude Test (S.A.T.)

		Ver	bal Mean	Scores	Mat	th Mear	n Scores	
Year	Westford	Mass.	New Eng.	Nat'l.	Westford	Mass.	New Eng.	<u>Nat'1.</u>
1976	433	432	435	431	471	469	472	472
1977	410	429	432	429	453	465	468	470
1978	453	430	443	429	491	465	468	468
1979	443	428	431	427	465	463	465	467
1980	432	N.A.	426	424	462	N.A.	466	466

N.A. = Not Available at this time.

Scholastic Aptitude Test (S.A.T.) = Class of 1980 Class Profile - 177 out of 237 students.

VERBAL		MATHEMATICS
No. of Students	Range of Scores	No. of Students
0	750 - 800	1
1	700 - 749	0
4	650 - 699	4
7	600 - 649	16
11	550 - 599	23
17	500 - 549	22
35	450 - 499	28 (Mean 462)
39 (Mean 432)	400 - 449	37
28	350 - 399	18
21	300 - 349	20
11.	250 - 299	8
3	200 - 249	0

ANNUAL REPORT OF THE DIRECTOR OF OPERATIONS

Doris S. Santaguida

During the 1980-81 school year energy conservation was again a major consideration of the school department. Working in conjunction with the Town Energy Coordinator, we contracted with an energy consulting firm to complete energy audits on the five larger school buildings. At the same time the Board of Selectmen joined the School Committee by seeking energy reports on the Town Hall and the Police/Fire building. With this technical data the School Committee applied for matching funds under the Federal Energy Grant Cycle III to be awarded later this year. The operation and maintenance items addressed in the audits will be implemented in the near future. The audit reports include numerous energy conservation measures recommended for each school building. These documented reports provide a basis for long range planning and budgeting.

Ongoing maintenance projects continued during the summer of 1980 and into the school year. A two-year program of reseeding the Westford Academy practice fields was begun. The high school library was modified with the construction of a TV studio and media center. All work was done by school maintenance personnel. Ceiling tiles were replaced on the second floor at Abbot Middle School, leaving the replacement of the first floor ceiling to complete the refurbishing program at this school. Painting of the interior rooms at Westford Academy was begun by the maintenance staff with half of the classrooms on the second floor completed. The roof replacement program at Norman E. Day School continued with the installation of another section. Carpeting and drapes were replaced in two rooms of the Robinson School, the beginning of a complete refurbishing program in this building. The major type

of vandalism during the year continued to be glass breakage with minor, exterior damage to buildings and grafitti.

CAFETERIA: Due to rising costs of operating the school lunch program it became necessary in January to raise the price of a lunch to 85¢ including desert. At about the same time, the satellite lunch program was replaced with purchased pre-packaged meals. With these cost saving measures and the diligent efforts of our Food Service Director Nancy Chandler and the cafeteria staff, it was possible to reduce the deficit. However, it was not possible to recover accrued deficits of preceding years without monies from the School Committee.

SCHOOL HEALTH REPORT Sept. 1980 - June 1981

Anne McCusker, R.N. Head School Nurse

All pupils grade 3, 7 & 11 and student participaiting in sports at Westford Academy are examined annually by the school physician.

The vision and hearing of all pupils are screened annually. The screening is done by Mrs. Jane Moore who was trained as a audio-visual technician by the Mass. Dept. of Public Health. Any necessary follow-up screening is done by the school nurses. Parents are notified if a student fails either the vision or hearing test.

In September, Dr. David Friedman coordinated a lazy eye clinic for all kindergarten students with the volunteer assistance of the Junior League of Women, the Lions Club and graduate students from the New England College of Optometry. 142 students were screened; 93 passed and 25 failed.

Postural screening is now required on all students grades 5-9.

Students received immunizations in November to meet with the state regulations. This program was sponsored by the Nashoba Assoc. Boards of Health and required parental permission. Update on immunizations are required in order for students to attend school.

The school nurses are responsible for the health and safety of your child. Due to the limited time at the schools, the nurses hope to work cooperatively with the parents. Sending your child ill to school only adds to the spread of disease. It is not possible to apply repeated dressings, treat injuries received at home, or give medication unless written permission is received from the parent and the physician.

The school nurses work with parents and school personnel to provide a safe and healthy environment for all students.

SUMMARY FOR SCHOOL YEAR 1980-81

Physicals	
Grades 3, 7, 11	652
Sports	242
Students Referred to Family Physician	53
Students who Completed Referral	40
Students Having Physicals by Private Physician	150
Students Returning Completed Private Physician Forms	128
Vision	
Failures Referred to Private Physician	138
Returned Completed Forms	97
Immunizations	
DT	173
Polio	112
MMR	67
Flu Vaccine	15
Tuberculin Screening Program	
Mantoux Tests Given	230
Students Transported by Ambulance	6
Nurse-Pupil Conferences	16,558
Nurse-Teacher Conferences	1,005
Throat Cultures Done at School	58
Postural Screening for Scoliosis	
Screened	1,395
Re-screened by Dr. Watson	210
Referred to Private Physician	27
To be Followed by School	20
Conference & Continuing Education Programs Attended	52
<u>Hearing</u>	
Failure Referred to Private Physician	43
Returned Completed Forms	33

SPECIAL EDUCATION SERVICES ANNUAL REPORT 1980-81

Kenneth Sargent Administrator

The level of special education service continued, as shown by the chart below which summarizes the systemwide services being provided for children. This pattern has not changed too much over the past several years, but the general trend is up 7.7% above last year's figures. Reviews were up 18% over the previous year. All evaluations were up 14% from 1979-80. The general tendency, however, should tend to stabilize.

TEAM ACITVITIES REPORT 1980-1981 TOTALS

										OUT OF DIST. PLACE	
TYPE ACTIVITY	CAM	FRO	NAB	ROB	SAR	ABB	DAY	W.A.	PRE	MENT	TOTAL
FULL EVALUATION	13	0	8	16	2	3	11	5	6	2	66
INTERMEDIATE EVALUATION	5	5	18	25	7	7	10	15	2	1	95
REVIEW INTERMEDIATE	29	23	40	82	34	57	64	79	6	53	467
REVIEW RE-EVALUATION	0	0	1	0	0	1	1	2	0	0	5
SPEECH	2	3	20	8	7	0	3	1	5	1	50
SPEECH REVIEWS	12	16	21	26	16	4	7	4	0	0	106
MEDICAL SPED 16	0	0	2	0	0	2	4	14	0	0	22
TOTALS	61	47	110	157	66	74	100	120	19	57	811

This was the first year of operation of a Substantially Separate Class at Westford Academy. This class now makes possible such services from grades K-12 and significantly extends the spectrum of special services at Westford Academy. These classes help to meet the needs of special needs children within the confines of our own system. The first year of such a class is the most difficult in that the program has to start from zero. The teacher of the class, the administration and staff are to be complemented for the success of this offering which was designed to help those high school children with the greatest educational needs.

Other than professional staff salaries, tuition costs for private placement of children is the next largest share of Special Education total expenditures of some \$228,694. In an effort to try to reduce these costs, parents and students in special private high school

placements were invited to attend a Special Education open house at Westford Academy on April 30, 1981. Instructors at the private schools in question were also invited to visit and as an overall result of those efforts, two youngsters returned from the private to the public sector. A base has been established to make this event an annual Special Education program.

This "bring-back" process encouraged looking into the Bridge Program which we initiated with Nashoba Valley Technical High School four years ago. The idea was to see if we could offer a somewhat similar program at Westford Academy at a lesser cost, with better horizonal integration, and provide this within the regular school day. The number of potential participants was the critical factor, and somewhat firm estimates could not be made until day program selections were made by Nashoba for regular and special children. This selection took place in the latter part of April. Sufficient tenuous estimates of numbers were made to move the School Committee to approve the initiation of the Intensive Vocational Program at Westford Academy. We look forward to the evolvement of this expanded vocational service being provided to Westford special needs children.

This was the first year of using the services of pre-school programs held at the Roudenbush Center. Our involvement enabled them to expand their offerings to include special needs children and keep such children in town. Close and regular communication with the Director, specialists and staff have resulted in effective, responsive and meaningful services to children. We look forward to continuation of this program and, as we mutually understand each other's offerings, hope for a smooth movement of special needs children to Westford schools kindergarten or first grade programs.

In special situations, collaboration with the area towns in providing transportation to special private schools was also explored.

The School Committee approved the establishment in 1981-82 of a system-wide Team Chairperson who would serve in grade K-8 schools. This position was felt necessary primarily to relieve the Administrator of Special Education from participation in the many, many reviews which take place, especially in the spring, to make up for a cutback in administrative and guidance services at the middle school level, and make up for the added enrollments at the two large elementary schools due to the closing of a school. In addition, a further uniformity of procedures and processes would result from such a single Central Office chairperson.

During the year a further effort to streamline the process of paper by all special needs teachers was brought about by the computerization of Individual Educational Plans. Westford is one of but a handful of communities and schools utilizing such services. An encyclopedia of some 10,000 objectives, performance levels, and teaching approaches is available for staff to draw from in writing up plans. In addition, each quarterly report allows the teacher to rate progress on each of the specific objectives of the plan.

This computerization process accounted for the fact that shortly after schools closed this year, just about every plan of every child on our roles has been forwarded to parents for their approval. Summer in the past has been a difficult period for cleaning up all paperwork and being ready with all plans for school start in the fall.

Revisions of the 766 regulations were considered at hearings held across the State this spring. With the impending impact of Prop. 2½, it was hoped that some significant changes would occur, changes which could be translated into some cost relief for local communities. When final revisions were agreed upon, however, dollar changes were not in evidence. Even though the federal law closely parallels 766, adherence to federal standards rather than 766 standards would have resulted in some immediate financial adjustments. Such changes did not occur and only minimal adjustments were made through this revision process.

Special Services of Westford schools has enjoyed a year in which quality and quantity of service has continued to improve. Our greatest supporters are our parents. A real effort was and is being made to be responsive to their concerns for their children and yet reflect the basic philosophy of the Special Education Law. In almost every case, the few disagreements that have developed have been resolved by and give-and-take process.

Because of the size of the system, it has been possible for the Administrator of Special Education to be personally involved in almost all pre-team and review meetings. Through this process I have the opportunity of meeting face-to-face with the parents of almost every child being serviced in Westford, except those who receive speech help only. Generally, parents are pleased, supportive and appreciative of the help we are attempting to provide. This support for our efforts spurs us on to try even harder to move children back into the mainstream and I compliment special needs and regular staff and administrators for the extensive efforts they have made in hehalf of special needs children during this past year.

WESTFORD ACADEMY ANNUAL REPORT 1980-81

Joseph F. Lisi Principal

THE YEAR IN REVIEW

Two-Year Progress Report Submitted to N.E.A.S.C.

A two-year progress report, part of the ongoing process of evaluation conducted by the New England Association of Schools and Colleges, was submitted to Robert J. O'Donnell, Director of Evaluation. This report responded to the 244 recommendations prepared by the Visiting Committee in October 1979. Recommendations were made in the areas of School and Community, Educational Philosophy, Curriculum, Student Activities, Media Services, School Facilities, School Staff and Administration, and unique programs.

The commission accepted the progress report indicating no change in the school's full ten-year accreditation status. A five-year progress report is now scheduled for March 1, 1984.

A statistical breakdown of the recommendations and stages of completion is summarized as follows:

Completed	138	-	56.5%
In progress	44	-	18.0%
Planned for the future	27	_	11.0%
Rejected	10	-	4.1%
No action	25		10.3%

One very important item not acted on was the addition of an auditorium facility to serve school and community. This was probably the most substantial item not acted on in the two-year progress report.

Inter-cultural Acitvities Highlight the School Year

The 1980-81 school year came alive with cultural exchanges and activities. Westford Academy students travelled to Spain, France and Quebec while the Academy hosted visitors from Spain and France. A formal exchange occurred between Northeim, West Germany and Westford. In April visiting German students spent three weeks with host families in Westford. In August Westford Academy students spent three weeks attending Northeim Gymnasium while touring Germany. This reciprocal arrangement allowed total immersion into the respective cultures of the two countries.

2½ Impacts Staffing and Budget

Due to the restrictions placed on the Westford Public Schools, Westford Academy's operational budget was reduced by approximately 25%. Staff reduction included a counselor, classroom teacher, custodian, secretary and media clerk. All five positions, along with the budget cut, will impact some of the services formerly provided at Westford Academy.

Highlighting our Students

Westford Academy and the National Merit Scholarship Corporation of Evanston, Illinois were pleased to announce that Greig Schneider was one of the 15,000 semi-finalists in the competition for Merit Scholarships to be offered in 1981. The semi-finalists in every state represent the top half of one percent of the state's high school senior class. Letters of commendation were presented to Leslie Gloyd, Justin Jones, Kristen MacWilliams, and David Lombardo. Over one million students enrolled in about 18,000 secondary schools nationwide entered the 1981 Merit Program by taking the PSAT/NMSQT in 1979 when most participants were juniors. The semi-finalists represent the highest scorers in each state. In addition to being honored publicly, semi-finalists are identified to colleges and universities in the hope of increasing their educational opportunities. Currently, over 16,000 Merit Scholars are enrolled in about 700 institutions of higher education throught the United States.

Westford Academy had the distinction of having co-valedictorians for the 1981 commencement. Greig Schneider (Cornell University) and Suzanne Thurnau (Dartmouth College) were virtually in an academic tie for the honor and were selected as co-valedictorians for their class. Honor speakers for the Class of 1981 were Justin Jones (Rensselaer Polytech) and Geoffrey Perry (Cornell University).

Student Behavior

Westford Academy is similar to most high schools when it comes to experiencing student use and abuse of drugs. If there is a difference it is our willingness to address the problem openly. We have very little control over what happens before kids arrive at school or after they leave school in the afternoon. It is, therefore, very important parents be aware that drug use is on the rise and also what they should do if it is detected at home. We have noticed an increase of marijuana smoking; even pills "speed" (black capsules) are starting to appear. Unlike alcohol, where symptoms are easier to recognize, students can come to school high and possibly go through the day without detection.

Follow-up Report of 1981 Graduates	# Students	
Placement	Attending	Percentage
4-year MA Univ. or State Colleges	54	26
2-year MA Community Colleges	21	10
4-yr. Priv. or out-of-state Univ. & Coll.	44	21
2-yr. Priv. or out-of-state Univ. & Coll.	9	4
Other post-sec. educ./Career or Technical	9	4
Employment-Planning college later	10	5
Employment	48	23
At home-child care	2	1
Military	4	2
Did not graduate	6	3

NOTE:	98	going	on	to	4-year	school	46%
	30	11	11	11	2-year	11	14%
	9	other	pos	st-s	secondar	у	4%
	137						64%

ABBOT MIDDLE SCHOOL YEARLY REPORT 1980-81

John W. Bone Principal

The 1980-81 school year was one in which many momentous decisions were made relative to the future of public education. Proposition 2½ and all the budgetary implications became law and the schools had to adjust programs and staffing to meet its demands. However, in spite of this the schools continued to provide a quality education to students by continuing present programs and by searching for new ways to provide for students' intellectual and social needs.

Curriculum & Instruction

The homogeneous instruction of Math and Language Arts continued throughout the year. Algebra was offered for the first time in the middle school grade 8 in accordance with our new Math curriculum. Students successfully completing this course would be eligible for advanced placement at the Academy.

The foreign language program was expanded with the addition of Grade 7 Spanish. Approximately 30 students were enrolled in each of the three foreign language classes (7th grade French, 8th grade French and 7th grade Spanish). The program has proven to be a success and will be expanded to include grade 8 Spanish next year.

The talented and gifted program (Project TAP) was agin funded by the School Committee to provide for these grade 6 and 7 students identified as qualified for the program. Mr. Michael Roth continued as teacher for these students in both middle schools. Once again the program was highly successful as both parents and students applauded Mr. Roth's efforts.

For the first time in the middle schools, a Sexual Awareness Program was initiated in grade 7. Students were accepted for the program on a first come first serve basis. Parents were requested to attend informational meetings and were then to determine whether or not their children were to participate. The class met once a week under the direction of Nancy Burt. Final evaluations of program effectiveness were most encouraging.

Student Activities

Teachers made an all out effort to provide activities that would get students involved and build good morale and school spirit. Among the activities provided were mountain climbing trips, field trips to live theater, student/faculty soccer and basketball games, Annual Pops Night, the Abbot Warrier Trading Post, and the school store. Students and faculty both participated to make this part of the educational experience full and rewarding.

Staffing

Few staffing changes were made this year. The only new additions to the staff were Cecily Howell in Art and Sarah Reynolds in Math. However, by the end of the year and with the reality of budget restrictions, several staff positions, media and reading consultants, were eliminated. Home Economics, Industrial Arts, Guidance and Assistant Principal were reduced.

We were saddened to receive the resignations of John Mann, Assistant Principal and Michael Roth, TAP teacher. Also the loss of the services of Dr. Nancy Whitton Reading Consultant and Roblee Hoffman Media Consultant.

Parent Communication

Several means of home/school communication were utilized. In the fall we had a very successful Open House. Every other month a parent forum was held in the evening where various aspects of the school program or parental concerns were discussed.

Each month a newsletter was sent home highlighting the month's news and upcoming events.

The Abbot Warrior, our school newspaper, was published quarterly under the very able direction of Chris Hawkins.

Several special evening events were held such as Special Area Night and Annual Pops Concert.

NORMAN E. DAY YEARLY REPORT 1980-81

Richard E. Neal Principal

The theme for the 1980-81 school year at the Norman E. Day School was "The Student in Focus". In all of our planning throughout the year, the proposition that a middle school must be child centered was kept in the forefront. Everything possible was done to capitalize on the individuality and independence of the youngsters we met every day. While stressing the acquisition of the basic skills necessary to communicate effectively in the adult world, we went one step beyond by teaching our students how to learn.

To assist in taking this extra step, a study skills program for all 7th and 8th grade students was introduced. In addition to teaching students the skills of studying, test taking, and the proper utilization of resources, programs were introduced to improve students' vocabulary and to assist them in learning how to read textbooks. Organized skills were also stressed along with library skills.

This year marked the change of the school's name from the North Middle School to the Norman E. Day School in accord with the vote of the Westford Town Meeting. School assemblies were held with each team of students to inform them of the background of the name change and the involvement of the late Mr. Day in the educational and civic affairs of the town.

An additional foreign language offering was added to the 7th and 8th grade program this year. Spanish I joined French I as a 2-year program for qualified students.

Honor Rolls and Principal Citation lists were developed each quarter to recognize those students achieving to full potential. The second annual "Recognition Dinner" commended the 86 students who achieved Honor Roll status during every quarter of the year.

Near the end of the year, a booklet was published containing writings and poetry from a majority of the students of the school. Every student in the school received a copy of this booklet.

An Apple II micro-computer was purchased for the school year and received much use by students both as a remedial and motiviational assistant and for students interested in learning the BASIC programming language.

The instrumental mysic program attained new heights this year with the various bands and ensembles presenting some 26 concerts. The highlights of the year were with exchange concerts with the Maynard Junior High School and the Stage Band's performances at several Blue and Gold banquets.

The staff spent considerable time and energy this past year in a reexamination of the school's philosophy, objectives, educational commitments and direction. Sub-committees met throughout the year with reports and recommendations presented in the spring.

At the conclusion of the year, the resignation of Mrs. Marilyn Andrews Guidance Secretary was accepted with regret. Mrs. Andrews provided twelve years of dedicated service to the school and its students.

CAMERON/FROST/SARGENT SCHOOL ANNUAL REPORT 1980-81

Mrs. Rita E. Miller Principal

This report being the last to include Sargent School, it seems appropriate to say a word regarding this building and the tradition which it represents.

To those who have attended this school over the years, to its former teachers, to the community so long identified with its neighborhood school, it is with sadness that they see yet another landmark lose its usefulness and bow to the trend of the times.

Hopefully the name of the gentleman who was honored by his fellow townspeople in having the school named for him, and his family which has contributed so much to the Town of Westford and its citizens, will be remembered in the years to come for those many contributions.

Curriculum Study and Evaluation

Curriculum study and evaluation is an ongoing process in public education. In the primary grades emphasis is largely in the area of Language Arts followed by Math. In the intermediate grades the emphasis is expanded to include Social Studies and Science.

Throughout the past year staff elected to pursue the following major goals:

- 1. Assessment of student abilities, interests, and achievement.
- 2. Periodic evaluation and re-evaluation of individu pupil and group progress.
- 3. Investigation of current programs and magerials with a view to the selection of those which best met student needs.

Physical Education

Particular mention should be made regarding our Physical Education Program whichplayed an important part in the life of our school this past year. Although our specialist, Miss Kathy Zemaitis, is a parttime teacher, she has expanded the curriculum to include a more indepth adaptive physical education program, a more versatile day-to-day program, and an after-school intramural schedule enthusiastically supported by the students. Selected students participated in a mini-marathon at the Byam School in Chelmsford. Congratulations to Patricia Kelly of Frost School for placing 2nd in the grade 4 mile. At Cameron School, Jeffrey Cambrey and Sharon Kennelly won honors in Aerobic Running. They also deserve recognition.

Safety and Related Community Services

Safety is always a primary concern of everyone who works with children. Our local Fire and Police Departments cooperate with us in this endeavor.

Safety Officer Joseph Roy of the Westford Police Department spent time at each school discussing pedestrian safety, bus safety, cautions to be observed if approached by strangers, etc. A film was shown to all students in conjunction with a discussion period. A school bus safety evacuation drill was conducted unilizing one of our regular buses.

Building evacuation is practiced in the form of numerous fire drills throughout the year. Members of the local fire companies make themselves available to the school during Fire Prevention Week. Handouts, a film, question and answer period, and an opportunity look over a fire truck at first hand make up the program which is enthusiastically received by the children.

Title I services were again provided throughout the year. This is, as many of you are aware, a federally funded program which makes it possible for qualifying students to receive assistance in the development of Reading and Math skills. Mrs. Jean Rubinstein supervised this program.

In conclusion, it should be noted that many parents have served as volunteer aides in all three buildings. The enthusiastic support of everyone who has in any way made a contribution to our school is greatly appreciated.

NABNASSET SCHOOL YEARLY REPORT

Henry Leyland Principal

Personnel

The 1980-81 school year brought three changes in staff. Mrs. Lorentzen retired, Mrs. Janice Kelley served as substitute for the remaining part of the year. Mrs. Malone retired at the end of the school year having been the first and only Principal's secretary at the Nabnasset School. The secretarial team of Lorentzen-Malone will be missed by all staff. Best wishes are extended for a long, healthy retirement. Mrs. Nardini, grade 5 teacher, gave birth to a baby boy and went on maternity leave for the remainder of this school year as well as the next.

School Activities

An open house was held at the start of the school year. Each teacher greeted parents in his/her room and displays of student work were available.

There were two public student presentations. At Christmas grade 2 "Santa Rides a Jumbo Jet" and in the spring grades 4 & 5 presented the play "Cinderella". The chorus and recorder groups joined with the spring play to make a full musical production.

All grades were provided a field trip and total expenses were paid by the Parent Council: Kindergarten - Aquarium in Boston; Grade 2 - Worcester Science Museum; Grade 3 - Garrison House in Chelmsford; Grade 4 - Federal Reserve Bank in Boston; Grade 5 - Museum of Fine Arts in Boston.

In June, all grade 5 students spent the week at Day Camp. This was a great opportunity for all students to become acquainted with all other grade 5 students in Town before going to grade 6 in September at one of the middle schools.

The Nabnasset School Band made its first public appearance at the Memorial Day program held on the front lawn.

Parent Council

The Parent Council president, Mrs. Dora DesAutels, held monthly meetings September through June. Their first social activity, a spaghetti supper, was held early in the school year.

Parents have provided support to the school through their monthly newsletter "Nab News". Volunteers have helped at school on a daily basis. They have corrected objective tests, duplicated papers and drilled children with flash cards in Math and Reading.

As a result of fund raisers, the Council has provided books and field trips. This year a gym apparatus was built for use by the children. In addition to the tremendous cost, the engineering talents of Mr. Bozman, Mr. Harkins, Mr. Craib and Mr. DesAutels were very much appreciated.

Many thanks to the parents and staff for a successful and rewarding 1980-81 school year!

ROBINSON SCHOOL ANNUAL REPORT 1980-81

Kenneth DeBenedictis
Principal

Some of the highlights of the 1980-81 Robinson School programs included the following:

Instruction

Language Arts instruction was expanded through the close coordination of the Language Arts Coordinator, grade level unit leaders and teachers. Literature programs, listening center materials, teacher created items, and a variety of sub-skill apparoaches were implemented in an integrated fashion. Individual and group evaluations further asssited staff in identifying specific pupil need, and provinding for reinforcement or challenge.

In Science, several classes of students became involved with an enrironmental impact study. Observations of changes, in an area at the rear of the school, were recorded and conditions creating change analyzed.

Social Studies activities included a study of the election process at several grade levels in November. At fifth grade in particular, League of Women Voters representatives visited the class, shared materials and led a lively discussion. In addition, a tour of the polls, located in the school, further reinforced concepts discussed.

Math skills were further reinforced, at the intermediate grades, through the introduction of two microcomputers obtained through a federal grant. Initially, the focus of this effort was to assist with minimum basics instruction at grade 3, but because of staff enthusiasm and pupil response, rapidly spread to other grades. A group of ten volunteers regularly assisted classroom teachers in monitoring pupil progress with use of software.

Enrichment

Children in all grades presented dramatic programs related to curriculum. Each of these productions was directed by grade level teachers who received creative assistance from Janice Nickerson, the music specialist.

Schoolwide programs were presented to commemorate Thanksgiving, Christmas-Chanukah, and Memorial Day. In addition, a spring concert arts exhibit was held before a capacity filled cafetorium.

David McCord, famed children's poet whose creative work appears in 45 publications, spent two days at Robinson School sharing his background reading his creations and critiquing poems of 4th and 5th grade students.

Rosenshantz, a professional vocal and instrumental duo, entrhalled K-5 children with their instrumental music and vocal arrangements.

The middle school stage bands performed before the school. Use of the various instruments was creatively demonstrated, and integration of individual sounds into a total band approach clearly demonstrated.

An Art Gifted & Talented Program was organized this year to challenge individuals with demonstrated ability in this area. Small groups of children in grades 3-5 received weekly instruction from the art specialist. In addition, an Art Reinforcement Program was developed to further assist primary children, grades 1 & 2, who could profit from small motor reinforcement.

All children graded K-5 participated in field trips related to curriculum areas.

Adaptive physical education instruction was provided for those individuals whose needs required small or large motor coordination assistance.

Pupil Recognition

A schoolwide "Student of the Month" program was developed this year. Classroom teachers selected chidren from each class group for student leadership, citizenship, academic improvement or consistency of success. Children chosen received a Certificate of Achievement, and their photo was placed on a bulletin board disply located in the central corridor.

The Robinson School Memorial Fund was organized in the spring of 1980 to honor and remember those children who passed away while enrolled as students in Robinson School. At Robinson's Memorial Day Program, the following children were selected as 1980-81 recipients:

Dianne Klotz - The David M. Lemire Music Award
Robert Oliphant - The Derek R. Wisnowski School Citizenship
Award
Laura Stanton - The Mary Ellen Bissonette Physical Education

Award winners received individual plaques, their names were inscribed on larger plaques mounted in the school central corridor, and a cash award was provided to be used for enrichment activities approved by the Memorial Fund Committee.

At the Awards Day Program held in the morning of the last day of school, the following children received trophies in recognition of excellence:

Chad Smith, Michelle Duffet - Art
Michael Webber - Band
Jennifer Schafer - Strings
Allison Beal - Chorus
Kerri-Leigh Doiron - Best All Around Music

Parent Involvement and Communication

The Robinson School enjoyed another year of active parent participation: 85 volunteers regularly assisted in the classroom, 35 mothers provided help in the library, 10 mothers monitored pupil progress with the school's microcomputers, and 50 parents helped organize room parties, field trips and the school emergency telephone calling chain.

Many parents visited classrooms as community resources to share with children their background and/or experiences. Areas discussed included: Archaeology, Georgraphy, Arts and Humanities, Medicine, Social Sciences, Astronomy and a variety of other topics.

The Robinson Home School Organization was the umbrella arrangement for all parent participation. The Parent Advisory Council met monthly to prepare activities for the RHSO, and became involved with information activities concerning school programs, and fund raising approaches to enrich the offerings at the schools.

The Annual Open House in October, and the parent visitation days in January attracted large numbers of parents and interested friends.

The school newsletters provided regular communication concerning classroom plans, activities of specialist and general information about school direction. Area newpapers further published stories and photos concerning school programs.

Robinson School plans to continue many of the activities discussed in this report in 1981-82, and anticipates expanding our programs to further provide for the individual needs of our children.

WESTFORD ACADEMY 1981 GRADUATES

Class Officers

Mary-Anne Drobot, Secretary

Catherine Dureault, President Johanna Anderson, Vice-President Kenneth Doucet, Treasurer

*Bonnie L. Anderson Carolynn S. Anderson Donna Elaine Anderson Donna L. Anderson Johanna E. Anderson *Margaret A. Bailey Stephen A. Baron Cheryl Ann Barry Melissa A. Basinas William N. Basinas Lisa A. Beauregard Susan P. Berkowitz Lynne Anne Berroth Mimi Lynn Bojarsky Gail Concorde Boothroyd Cathy J. Bouchard Anthony C. Boucher Michael E. Bourgault Doreen D. Boutin Bonnie-Jean Briggs Michael A. Brown Thomas D. Brown Phil M. Buckland Julie E. Buretta Ulises Calatayud C. Nicole Marie Caron Dawn Marie Carroll Mark E. Cerato Paul H. Clermont, Jr. *Lisa Lee Clough Susan Anneke Coakley Brian D. Conefrey Amy B. Connell Donald F. Connors, Jr. Daniel J. Considine *Susan Jane Cornwall Dana P. Corr Denise Costello Heidi G. Crossley Devin F.A. Daley Kathryne A. Damm Carol A. DeSilva Dennis M. Dauphinais *Deborah Alice Deltano Victoria J. Demirjian Lyn E. Deware Edward J. Donahue, Jr.

*Kenneth J. Doucet Mary-Anne Drobot David Ducharme *Catherine E. Dureault Kevin M. Donaruma Deborah A. Dutton James W. Engel Steven Erickson Susan L. Evans Douglas W. Fallon Holly A. Fisher Brett A. Fleckner Andrea Fletcher Diane M. Flory Virginia Forde Karl H. Forty Mary Vail Fraizer Cindy Ann Fronc David J. Gill Robert D. Gill *Leslie Gloyd Kelly A. Gower Teresa A. Grandy Desiree S. Green Lisa D. Haley Timothy J. Haley Richard Hamilton Kelly Haran Marc Lee Harding Paul K. Harhen *Sarah L. Harpley Mary F. Harte Joanne Hayward Nancy Henderson Daniel E. Hill Susan Ingalls Steven Jackson Betsy R. Jaquith David Jewell Wendy Johnson *Justin T. Jones Janice Kavanagh *Suzanne Kavanagh Stephen B. Keele John Kenyon, Jr. *Anna Marie Kintz Mary Lee Kirby

*National Honor Society

Anglea Klingenberg *Dawn F. Kober Ronald Koester Sandra E. Koester Tina Kuczwara Sandra Rose Labbe Lorraine Lambert Tina Marie Lamy Barbara Larrabee Rosemary I. Laskey *Nancy J. Laste Eric A. Laushine Mary Ellen Lenox Julie Ann Lesso Donna M. L'Hussier *David R. Lombardo *Kristin MacWilliams David Magdalenski Judith Malinowski Cassandra Markauskas Laurie Martin Lori A. May Susann T. McCarthy Daniel McCormack Charles McGee Keith McLaughlin Kevin J. McLaughlin Tammy Jean McMaster Edwin E. Medina Michael T. Menzie Robin M. Milot Dale A. Mitchell Scott L. Moffie Randee L. Morgan Thomas L. Morton Cherie Lyn Mueller Matthew Mulligan Frederick O'Brien Leighton O'Connor Michael O'Loughlin Scott Randall Olson Michael Pacella III Kathy Ann Paquette Judith A. Parsons Christopher Peatfield Matthew Pellegrino Michael T. Perrault *Geoffrey O. Perry Tracy L. Peterson Marron B. Pigott Dayna Anne Pioli

Robert C. Pipan

Albert P. Pisani *Andrea L. Pisani Denise L. Poist Sandra T. Prentice Michael T. Rathke Kevin Rautenberg Curt E. Reeder Karen E. Rodwell Christopher Romac Thomas J. Rourke Elaine C. Roux Theresa A. Ryan Cindy L. Ryder Tammy E. Ryder Valerie Saeger *Greig Schneider Keith Schoenenberger Heidi J. Secor Marilyn Selfridge Sharon A. Shamp Sheldon T. Shea Lauri Sinnott Stewart W. Sloan Angela L. Snyder Peter Socorelis Darlene R. Soucier Cheryl Southworth Suzanne L. Spicer David J. Strakhovsky Cynthia J. Strom David B. Szidat Sherri Tatelman Deborah S. Taylor Lawrence Thibodeau *Suzanne M. Thurnau Patricia Trainor *MaryAnn E. Tremble Paul E. Trubey Cheryl A. Turgeon Bruce G. Turner David M. Valcourt Marlys D. Vaughan Janet Verrecchia *Karen L. Wade James A. Walsh James M. Walsh Michael N. West Christine Westberg Cynthia White Deborah White Matthew White Lynne M. Whitlock

*National Honor Society

Judith C. Whitney
Robin A. Whitney
Robin L. Widener
Lynne M. Wilkie
John E. Winn
*Cheryl L. Wojcik
Tracey A. Wold
Shari L. Wyman
Susan J. Wyman
Diane C. Woodward
Wendy Worobey

*National Honor Society

Class Advisors: Carolann Wais
Dominic deLacy

PROGRAM

PROCESSIONAL: "Pomp & Circumstance	Elgar
NATIONAL ANTHEM	
INVOCATIONRev	. Michael J. Marrone
HONOR SPEAKERS	
DDECEMEATION OF CLACO CIPE	Justin Jones
PRESENTATION OF CLASS GIFT	0 ·1 · · · · · · 1 ·
President of the Class of 1981	Catherine Dureault
ACCEPTANCE OF CLASS GIFT	01 1
President of the Class of 1982	
CO-VALEDICTORIANS	Suzanne Thurnau
CLASS SONGBox	nnie Anderson, Flute ichael Brown, Guitar
PRESENTATION OF AWARDS & SCHOLARSHIPS	
Trustees of Westford Academy Awards & Scholarship	
	.Allister MacDougall
For Excellence in English	Karen Rodwell Greig Schneider
For Excellence in French	Suzanne Thurnau
For Excellence in German For Excellence in History	Andrea Pisani
For Excellence in Home Economics	Greig Schneider Lyn Deware
For Excellence in Industrial Arts	William Basinas
For Excellence in Latin For Excellence in Mathematics	Kenneth Doucet Justin Jones
For Excellence in Music	Bonnie Anderson
For Excellence in Physical Education	Cheryl Wojcik
For Excellence in Science For Excellence in Secretarial Science	Greig Schneider Amy Connell
For Excellence in Spanish	Lisa Clough
THE MOST WORTHY REPRESENTATIVES OF WESTFORD ACADE	MY
	ont, Class of 1983 ico, Class of 1984
Wm. C. Roudenbush Memorial Scholarship 1st Lt. Jeffrey H. Peterson Memorial Award	Geoffrey Perry Kenneth J. Doucet
Arthur & Bertha Hildreth Memorial Award Gordon B. Seavey Communications Award	Suzanne M. Thurnau Susan P. Berkowitz
Nabnasset Boosters Club Scholarship	Tracy L. Peterson Cheryl L. Wojcik
Richard Hall Memorial Scholarship	Anthony C. Boucher

OTHER AWARDS

DAR Good Citizenship Award
DAR American History Award
Charles Aaron Memorial Scholarship
Eric Hook Memorial Scholarship

Catherine E. Dureault
Greig Schneider
Marc Lee Harding
Catherine E. Dureault

-- Presented by Mrs. Bette Hook--

Elva Judd Rollins Award Charles L. Hildreth Award Elaine C. Roux David M. Valcourt

-- Presented by Mrs. Helena Crocker--

Sarah A. Connolly Memorial Scholarship American Field Service Scholarship

Newcomers Club of Westford

Westford Education Association Shields Memorial Scholarship Westford Rotary Club Scholarships

Westford Kiwanis Scholarships

H.E. Fletcher Social & Athletic Club Stony Brook Fish & Game Association Westford Academy Athletic Boosters

> Donna M. L'Hussier Suzanne Kavanagh Suzanne M. Thurnau

Westford Junior Women's Club Scholarships

Bausch & Lomb Science Award Naval ROTC Scholarships

Alpha Data Assoc., Inc. Award
Kathy Mayer Memorial Scholarship
Littleton-Westford Emblem Club Scholarship
Westford Garden Club Scholarship
Westford Business Assoc. Scholarship
Bernice McIntire Sleeper Award
Westford Academy Theatrical Society Award

Judith I. Cooper Memorial Scholarship Mattawanakee Post #6539 - VFW Scholarship Gertrude Sorkin Memorial Scholarship Westford Academy Faculty Scholarships

Digital Equip. Corp. Scholarship
Westford Lions Club Scholarship
Forty Memorial Scholarship
GenRad Award
National Honor Society Scholarship
Lehan Memorial Scholarship

Susann T. McCarthy Mary Vail Fraizer Nancy J. Laste Nancy J. Laste Kristen Lyne MacWilliams Catherine E. Dureault Susann T. McCarthy Geoffrey O. Perry Bonnie L. Anderson Catherine E. Dureault Justin T. Jones Susann T. McCarthy Karen E. Rodwell Donna M. L'Hussier Cynthia White Lynne M. White Margaret A. Bailey Justin T. Jones Greig Schneider Sarah L. Harpley Cherie Lyn Mueller Justin T. Jones Geoffrey O. Perry Greig Schneider Ronald Koester Karen L. Wade Catherine E. Dureault Eric A. Laushine Kenneth J. Doucet Margaret A. Bailey Andrea L. Pisani John Kenyon, Jr. Cherie Lyn Mueller Susan Jane Cornwall Nancy Henderson Margaret A. Bailey Bonnie L. Anderson Andrea L. Pisani Lynne M. Whitlock Laurie Martin Justin T. Jones

Kristen Lyne MacWilliams

Kevin M. Donaruma

OTHER AWARDS (Cont)

Westford Academy Student Council Scholarship

Sarah L. Harpley
Susann T. McCarthy
Catherine E. Dureault
Margaret A. Bailey
Lynne M. Wilkie
**Presidential Classroom

Catherine E. Dureault

MaryAnn Tremble

Brian Belleau Memorial Award
League of Women Voters Scholarship
Irish-American Club Award
Delia T. Fury Scholarship
Lowell Catholic College Club

Kevin Daley

-- Presented by Joseph F. Lisi, Principal--

AWARDING OF DIPLOMAS..... Members of the Westford School Committee

WESTFORD ACADEMY ALMA MATER

To thee, our Alma Mater dear, We raise our voices high in cheer. Our gratitude we would express And pledge to thee our faithfulness.

Built high on Tadmuck Hill so fair, By those whose mem'ry we revere, She stands a beacon light for youth To guide them in the way of truth.

> In field of battle and in peace, We strive thy glory to increase, That ever shall dear Westford be An emblem of fraternity.

.. Words by Pauline Ferguson Cariford

.. Music by Calkin

BENEDICTION......Rev. Phillip Earley

Played by Westford Academy Band, Blair Bettencourt Director

CLASS MARSHALLS......Christine Kavanagh, Michelle Evans CLASS COLORS......Blue and Silver

CLASS SONG....."Seagull"

RECEPTION FOR GRADUATES - Westford Academy Cafetorium

Hosted by Class of 1983

**Other contributors to Presidential Classroom were:

Westford Academy Trustees

Westford Rotary Club

Westford Junior Women's Club

Westford Historical Society

WESTFORD ACADEMY

TEACHERS

Sept 1968
July 1973
Sept 1963
Feb 1978
Sept 1975
Sept 1970
Oct 1973
Sept 1973
Sept 1973
Sept 1976
Jan 1976
Jan 1973
Oct 1979

Joseph F. Lisi, B.S., M.Ed. (Salem State)	PRINCIPAL
Thomas S. Casey, Jr., B.A., M.Ed. (St. Anselms, Fram. State)	Housemaster
Richard DiSimone, B.S., M.Ed. (Salem State, Northeastern)	Housemaster
M.Ed. (Si	Guidance Counselor
Detlev Suderow, A.B., Ed.M. CGS (Brandeis, Tufts, Un. Zurich)	Guidance Counselor
Mary Westcott, B.S., M.Ed. (Salem State, Tufts Univ.)	Guid.Cnslr/Coordinator
Edward Walsh, B.S., M.Ed. (Fitchburg State)	Guidance Counselor
Robert Checchi, B.S., M.S. (North Adams, Simmons)	Special Needs Teacher
Carolann Wais, A.B., M.A. (Boston College, Fitchburge State)	Special Needs Teacher
M.L.S., (Librarian
Peggy Beck, B.A., M.Ed. (Penn. State, Univ. of Pittsburgh)	English
Nancy Bergmann, B.A., M.A. (Univ. of Florida)	Spanish
Blair Bettencourt, B.Mus. Ed., M.Mus. Ed. (Univ. of Lowell)	Music-Band Director
Norman Bissell, B.A., M.Ed., (Hampden/Sydney Coll, Fitch.St.)	History
James Bogue, A.B., M.A., PhD. (Harvard, Univ. of Illinois)	Social Studies
	English
Janet Bryant, B.A. (University of Maine)	Mathematics
Anna Burgoon, B.S.Ed., M.A.T. (Ohio Univ. UVM)	English
Nancy Burt, B.S. (Gordon College)	Physical Education/Health
Sandra Carignan-Whittemore, B.S. (Keene State)	Social Studies
H. Earl Carlson, B.S., M.A.T. (Salem State, B.C.)	Mathematics, Dept. Head
D. Ann Carter, B.S. (Salem State)	Business
y, B.A	Science
B.S., M.Ed. (Salem S	Business, Dept. Head
Jean Haight, B.S. (Univ. of Maine at Orono)	Home Economics
Andrew Coravos, B.S., M.Ed. (Northeastern, Boston Univ.)	Business
Janet Cunningham, B.S. (Univeristy of Mass.)	Home Economics, Dept. Head
(1)	English
n Doucette, B.F.A. (Mass. Co	Art
Duffett, A.B., M.Ed. (Salem State)	History
Joseph Freitus, B.A., M.S., M.Ed. (Fitchburg, Un. of Wash.)	Science

Apr 1980 Sept 1977 Sept 1966 Sept 1973 Sept 1975 Sept 1964 Sept 1964

1968 1974 1976 1974 1974

Oct

TEACHERS

Mathematics	Sept
Spanish	Sept
Science	Sept
History, Dept. Head	Sept
French	Sept
English	Sept
Business	Sept
Industrial Arts	Sept
German	Sept
Business	Sept
Latin	Sept
Chemistry	Sept
Art	Sept
Special Needs	Sept
Physical Education	Sept
Art	Sept
Physical Education	Sept
English, Dept. Head	Sept
History	Sept
Physical Education	Sept
History	Sept
French	Sept
Mathematics	Sept
Business	Sept
Physical Educ., Dept. Head	Sept
Math/Science	Sept
Science, Dept. Head	Sept
Reading/English	Spet
History	Sept
Business	Feb
English	Sept
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WESTFORD ACADEMY

TEACHERS

Thomas Smith, B.S., M.Ed. (Salem State)	Business	Sept 1967
Robert Sobek, B.S. (University of Mass)	Biology	Oct 1965
Joseph Spadano, B.S.Ed. (Fitchburg State)	Math	Sept 1979
Jane Spillane, B.S. (Framingham State Coll.) M. Ed (Univ. of MA)	Home Economics	Sept 1979
Anne Stowe, B.A. (Salem State)	Mathematics	Sept 1974
Loretta Tanner, B.A. (University of Lowell)	English	Sept 1979
Cynthia Theriault, B.A., M.A.T. (Salem State)	Math/Data Process Coordinator	Sept 1969
Gloria Vogel, B.A. (Univ. of New Hampshire)	English	Sept 1973
Heiner Wais, B.A., M.Ed. (Lowell State, Fitchburg State)	Art/Indus. Arts, Dept. Head	Sept 1975
Michelle Wilson, B.S. (University of Maine)	Physical Education	t 197
ABBOT MIDDLE SCHOOL		
John W. Bone, B.A., M.Ed. (University of New Hampshire)	PRINCIPAL	Sept 1969
John W. Mann, AB., M.A.T. (Holy Cross, Salem State)	Ass't. Principal	Sept 1968
Martha Bently, B.A., M. Ed. (UCLA, Northeastern)	Guidance Counselor	Sept 1972
Carol Fernsten-Lyman, B.S., M.Ed. (Fitchburg State)	Special Needs	Sept 1978
Ellen Milne, B.S. (Fitchburg State)	Special Needs	Sept 1978
Thomas Pagel, B.A., M.A.T. (Oakland University)	Special Needs	Sept 1977
Joseph Barriero, B.S., M. Ed. (Fitchburg State)	Grade 6 Team Leader	Dec 1970
Garrett Barry, B.S.Ed., M.Ed. (Salem State)	Grade 7 Team Leader	Sept 1967
		1 9 6 1

1965

Sept

1973 1973 1974

Sept

Grade 5-6

Grade

Adela Blackburn, B.A., M.Ed. (Denison Univ., Univ. of Lowell) John Doucette, B.A.M.Ed. (Univ. of Mass., Univ. of Lowell)

Sept

1979

Oct

Grade 8 Science Home Economics

Grade 5-6

Grade

1973 1977

Sept

1980

Sept

Sept

1974

Specialist

Media

Roblee Hoffman, B.A. (Penn State) M.Ed. (Boston State, Univ.)

Cecily Howell, B.S. (Mass. College of Art)

Robert Kennedy, B.S., M.Ed.

Christine Hawkins, B.A. (Eastern Illinois Univ. Janet Harrington, B.A., M.Ed. (Framinham State)

Jeffrey Haight, B.S. Forestry (Univ. of Maine at Orono)

Noreen Forbes, B.S.Ed. (University of Lowell)

Clenna Emery, B.S. (Marion College)

Grade Art

(University of Lowell)

Grade 8

Sept Sept

Marsha Kistler, A.B., M.A. (Univ. of Michigan)	French
Gerard Lemire, B.A. (University of Lowell)	Spanish 1/2-
Christine Lightbody, B.S. (E. Stroudsburg State)	Physical E
Richard Lydon, B.A., M.A. (Univ. of Mass., Framingham State)	Grade 5-6
Carol Lyman, B.S. Ed. (Fitchburg State)	Special Ne
Robert Mancusi, B. A. A., M. Ws. (Univ. of Mass., Univ. of Lowell)	Grade 8 Te
David Manseau, B.Mus.Ed. (Boston Conservatory)	Music/Band
Lloyd Maranville, B.Mus., M.Ed. (University of Lowell)	Music
William O'Neil, B.S., M. Ed. (Boston Univ., Univ. of Lowell)	Grade 7
Peter Pecorelli, B.S., M. Ed. (Fitchburg State)	Grade 7, G
Sarah Reynolds, B.S. (St. Lawrence Univ.)	Math
Robert Ricardelli, B.S., M. Ed. (NE Missouri St., Fitch. State)	Industrial
Michael Roth, B.A. (Lafayette College)	Gifted & T
Marilyn Scott, B.S.Ed. (Bridgewater State)	Grade 6
Charles Vogel, B.A. (Univ. of Mass.)	Grade 8
David Yazbek, A.B., M.A. (Merrimack, Univ. of Lowell)	Grade 8
Randolph Young, B.S., .M.Ed. (Univ. of MA, Boston State)	Physical E

Jan 1972 Sept 1978 Sept 1970 Sept 1963 Sept 1973 Sept 1970 Sept 1970

Sept 1971 Sept 1980 Sept 1973

Guid. Counselor

1976

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1970

Education

Sept 1980 Sept 1971 Jan 1972

> Team Leader eds Teacher eam Leader

Education

Sept 1972

NORTH MIDDLE SCHOOL

Richard E. Neal, B.A., M.Ed. (Brown Univ., Salem State)	PRINCIPAL
Ralph N. Drinkwater, B.A., M.Ed. (Univ. of Mass., Northeastern)	Ass't Princ
Paul Taylor, B.S.Ed., M.A.Ed. (Boston University, Suffolk)	Guidance Co
Carl Lyman, B.S., M.Ed. (Boston State, Tufts Univ.)	Special Nee
Elizabeth Morris, B. A., M. Ed. (Wellesley, Lesley)	Special Nee
Pamela McGovern, B.S. (Fitchburg State)	Special Nee
Arthur Bailey, B.S.Ed. (Fitchburg State)	Industrial
Karen Benedict, B.A. (Elmira College)	Grade 8
Patricia Bennett, B. A., M. Ed. (Syracuse Univ., Univ. of Lowell)	Grade 6 Tea
Shelagh Brady, B.A. (Emmanuel College)	Grade 5
Diane Clifford, B.S. (Fitchburg State)	Grade 7-8

1979

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SCHOOL	
NORTH MIDDLE SCHOOL	
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TEACHERS	

Grade 7 Grade 8 Art Grade 7-8	Language Arts Grade 7 Science	.) Language Arts Language Arts	Home Economics Physical Education .(Fitch.St.) Title I	Physical Education Grade 6 Social Studies	Univ. of Lowell) Grade 7 Team Leader Instrumental Music Univ. of Lowell) Grade 7 Grade 6
James Coster, A.B., M.Ws. (Grodon College, Boston State) Saverio DiLorenzo, B.S., M.S. (St. Bonaventure, Rivier) Vicki Epler-Fitzpatrick, B.F.A. (Mass. College of Art) Deborah Forbes, B.A. (Lowell State)	Teresa Freeman, B.S. (University of Oklahoma) Fun Lan Hung, B.S. (Suffolk University) Margaret Keltz, B.S. (Good Counsel College)	Suzanne McGrail, B.A. (Salve Regina Coll)M.Ed. (Boston Coll.) Janis Micali, B.A. (Hunter College)	Linda Morrison, B.S., M.Ed. (University of Maine) Kevin Regan, B.S. (Springfield College) Jean Rubinstein, B.S. (Brooklyn Coll) M.Ed (Lowell Univ) M.Ed. (Fitch.St.) Title I	Nancy Sandock, B.S. (Westfield State College) Mary St. Onge, B.A. (Merrimack College) Kevin St. Cyr, B.A. (Merrimack College)	tern, oll) Wis.,

Sept 1968
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Sept 1976
Sept 1972
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Jan 1980
Sept 1980
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Sept 1980
Sept 1979
Sept 1979
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Sept 1979
Sept 1979
Sept 1977

FROST-CAMERON-SARGENT

Sept 1939	Sept 1970	Sept 1970	Sept 1978	Sept 1971	Sept 1940	Sept 1976
PRINCIPAL	Intermediate	Grade 1	Intermediate	Grade 4	Primary	Special Needs
Rita E. Miller, B.S., M.Ed. (Univ. of Lowell, Rivier) FROST	Beverly Anderson, B.S., M.Ed. (University of Lowell)	Marilyn Frank, B.A. (Hunter College) M.A. Ed. (Wheelock College)	Jane Jurgeleit, B.S.Ed. (Boston State College)	Margaret McCarthy, B.S.Ed. (Framingham State College)	Shirley Oliver, B. S. Ed., M. Ed. (Univ. of Lowell, Rivier)	Sandra Martinez, B.A., M.Ed. (Caroll Coll., Wright State Univ.)

CAMERON

Cynthia Fischer, B.A., M.A.T., M.Ed. (Colby, Harvard, McGill) Judith Troughton, B.S. (Gordon Coll.) M.Ed. (Lowell State) Margaret Geary, A.B., M.Ed. (Regis College, Boston Univ.) Jan Stoddard, A.B., M.Ed. (Mt. Holyoke, Tufts University) Maureen Connors, B. S. Ed., M. Ed. (Bridgewater State) Pamela Flavell, B.S. (University of Lowell) Beverlee Vidoli, B.A. (Stonehill College) Mary Mourtzinos, B.S. (Salem State)

Special Needs Intermediate Intermediate Intermediate Intermediate Intermediate Intermediate

1976 1969 Sept 1965 1980 Sept 1963 Sept 1969 Sept 1978 Sept 1975 Sept Sept Apr Intermediate

Kindergarten Elementary Primary Primary Primary Primary Charlotte Jeltsch, A.B., M.Ed. (DePaul Univ., Northeastern) Roberta Atkinson, B.S., M.Ed. (Boston Univ., Northeastern) Ruth Byrne, B.S. (Lowell State) Assoc. (Northern Essex)

Sept 1970 Sept 1963

Sept 19	Sept 197	Sept 196	Sept 197	Sept 197
rrimary	Elementary	Primary	Primary	Special Needs

Sept 1974

Sept 1956 Sept

Intermediate

Primary

PRINCIPAL

Henry J. Leyland, A.B., M.Ed. (Merrimack College, Rivier)

NABNASSET

1969

Sept

1971

Sept

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Sept

1955

Sept Sept Sept Sept

1971

1974

1972

1961

Education Kindergarten Intermediate Physical Primary

Primary

Kindergarten

Intermediate

Kathleen Gendron, B.A. (Rivier College) Nancy Gill, B.S. (University of Lowell)

Beverly Cancella, B.S., M.Ed. (Univ. of Lowell, Northeastern)

Elizabeth Bagas, B.S., M.Ed. (University of Lowell)

Donald Babin, B.S.Ed., M.Ed. (Salem State)

Karen Bettencourt, B.S.Ed., (Oregon State)

Frank Bishop, B.S. (Boston University)

Elizabeth Chachus, B.S.Ed., M.Ed. (Univ. of Lowell, Rivier)

Joyce Coughlin, B.S.Ed. (Fitchburg State)

205

Martha Jennings, B.S.Ed. (Fitchburg State College)

Marcia Brown, B.A. (Univ. of Massachusetts) Beverlee Braconi, B.A. (Stonehill College)

Alice McIntosh, B.S. (Boston University)

SARGENT

1973

Sept

1964 1972 1967

Sept Sept

Sept Sept

1970

Sept

Joseph Parrino, B.A., M.Ed. (Queens College, Salem State) Loretta Veracka, B.S.M.Ed. (Calif. State, Univ. of VA) Marilyn Sheridan, B.S.Ed., M.Ed. (University of Lowell) Kathleen Pacsay, B.S. Ed. (Lowell State University) Marjorie Nardini, B.A. (University of Lowell) Ann Kirk, B.S. Ed. (Lowell State University) Pamela Theodoros, B.A., (Boston College) Rose Quillan, A.B. (Albertus Magnus) Sheila Miller, B.S. (Lowell State)

NABNASSET

ROBINSON

Kindergarten

Primary Primary

PRINCIPAL

Intermediate

Primary

Ruth Guild, B.S.Ed., M.Ed. (Bridgewater St., Northeastern) Kenneth L. DeBenedictis B.S.M.Ed CAGS (Northeastern, BU) Barbara Keenan, B.A. (University of New Hampshire) Florence Michaelides, B.S. (University of Lowell) Francine Tillman, B.S. Ed. (Rhode Island College) Joyce Cederberg, B.S. Ed. (University of Lowell) Kathleen Archibald, B.S. (University of Lowell) Jane Poole, B.S., M. Ed. (Skidmore, Northeastern) Joan Kavanagh, B.S.Ed. (University of Lowell) Suprenant, B.S.Ed. (Suffolk University) Linda Lemire, B.S.Ed. (University of Lowell Donna Dufour, B.S., M.S. (Fitchburge State) Gertrude Kalinen, B.S.Ed. (Fitchburg State) Judith Daly, B.S. (University of Vermont) Virginia Lovett, B.S.Ed. (Lesley College) JoAnn Menzia, B.S. (University of Lowell) Ellen Barry, B.S. (University of Lowell) Wanda Hall, B.S.Ed., (Lowell State) Nancy Perry, B.A. (Keuka College) Mary

						Teache	
diate		diate	diate			Needs	Needs
Intermediate	Primary	Intermediate	Intermediate	Primary	Primary	Special	Special

1966 1980

1974

Sept

Sept Sept

1962

96	96	97	96	96	97	1968	97	97	97	97	97	97	97	97	96	98	97	1
Sept			Mar	Sept	Jan	Sept												

Kindergarten

Primary Primary Primary

Primary

Primary Primary

Primary

Intermediate Intermediate Intermediate Intermediate

Primary

1961

Sept

1975 1967 1979

Sept Sept 1971

Sept

Sept

Sept 1980

ROBINSON

Jeannine Haberman, B.S. (Lowell Univ) M.Ed. (Rivier Coll.) Cathleen Estep, BA(Rosemont Coll.) Ed.M. (Boston U) CAES Joan White, A.B., M.Ed. (Univ. of MO, Univ. of Lowell) (American International College) Phyllis Quintin, B.S., M.Ed. (University of Lowell) Gail Wilson, A.B. (Mt. Holyoke College) Leola Foden, A.B. (Boston University) Susan Yetten, B.S.

Special Needs Teacher Teacher Special Needs Teacher Special Needs Intermediate Intermediate Intermediate

Special Needs Teacher (Boston Coll.) SPECIAL SUBJECT TEACHERS

ASSIGNMENT	Nabnasset/Frost/Sargent Frost/Cameron/Sargent	Robinson Nabnasset/Frost/Sargent	Robinson	Nabnasset/Frost/Sargent	Robinson		Middle Schools	Middle Schools	Elementary	Middle Schools	Grades 4-12	Middle Schools
SUBJECT	Art	Art Music	Music	Physical Educ.	Physical Educ.	Differentiated	Instructor	Media	Reading Consult.	Reading Consult.	Strings	French
TEACHERS	Carol Aspesi Sue Bozman	Barbari Joki Ruth Irvin	Janice Nickerson	Frank Bishop	Kenneth Gerken	Michael Roth		Roblee Hoffman	Barbara Manuel	Nancy Whitten	Carolyn Geissler	Marsha Kistler

1980 1968 1969 1970 1967 1969

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CENTRAL OFFICE, 35 TOWN FARM ROAD

	Superintendent	Aug
iv.)	Ass't. Sup't.	Jul
	Career/Testing Spec.	Aug
	Transp/Food Serv.	Jan
	Admin. Spec. Educ.	Sep
niv.)	School Psychologist	Sep
	School Psychologist	Dec
	Speech Pathologist	Oct
	Speech Pathologist	Sep
nia)	Speech Pathologist	Sep
•	Title VIB Counselor	Sep
	Title VIB Counselor	Sep

ENROLLMENT - OCTOBER 1, 1980

GRADE	ACD	ΔRR	DAY	FRO	САМ	SAR	NAR	ROR	ТОТАТ	NASH.	PRO I
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	1000	439	431	131	184	155 Nasho	355 ba Te	599 ch	3294 178 3472		3182

COMPARISON OF 1979 and 1980 CENSUS SUMMARY

	COMPARIS	ON OF	19/9 and	1980 (CENSUS SU	MMAKY		
Public	19	79			Public		19	80
Westford	Voc.	Priv.	GRA	ADE	Westford	<u>, </u>	Joc.	Priv.
233	44	6	1	L2	232		39	15
233	43	16	1	L1	235		46	8
267	50	6	1	LO	_ 245		52	17
277	46	16		9	292		41	14
294		12		8	290		178	12
276		14		7	276			13
285		14		6	284			11
313		12		5	309			7
293		11		4	294			9
250		13		3	249			6
229		12		2	229			6
226		6		1	226			7
5		32	Ung	graded	6			5
226		9		K	225			9
3407	184	179			3392		178	139

Census as of Jan. 1980

Census as of Jan. 1981

FINANCIAL REPORT OF SCHOOL ATHLETIC FU	ND 7/1/80 - 6/3	0/81
Receipts		
Balance July 1, 1980	8,117.98	
Town of Westford	46,031.40	
Football	1,942.20	
Basketball, Boys	1,339.75	
Girls	39.60 307.10	
Wrestling Gymnastics	112.95	
Student Fees	2,195.00	60,085.98
Expenditures		
Custodians, Officials, Physician	13,551.54	
Supplies, Equipment, Repair	20,739.04	
Football Insurance	1,300.00	
Transportation	12,866.67	
Conferences, Dues, Awards	-0-	48,457.25
Balance July 1, 1981	• • • • • • • • • • • • • •	. 11,628.73
FINANCIAL REPORT OF SCHOOL BAND 7/1/8	30 - 6/30/81	
Receipts		
Balance July 1, 1980	140.65	
Town of Westford	7,226.92	
Summer Band Receipts	103.00	7,470.57
Expenditures		
Summer Concerts	1,160.00	
Music	2,127.57	
Supplies	1,643.00	
Equipment	140.00	7 / 70 57
Uniforms	2,400.00	7,470.57
Balance July 1, 1981	• • • • • • • • • • • • • •	0-
FINANCIAL REPORT OF SCHOOL CAFETERIA	7/1/80 - 6/30/81	
	7/1/00 - 0/30/01	
Receipts Balance July 1, 1980	(60,786.60)	
Sales	218,977.34	
State & Federal Aid	118,543.02	
Town of Westford	65,870.46	
Other Receipts	5,495.30	348,099.52
Expenditures		
Labor	133,627.38	
Purchases	214,472.14	348,099.52
Balance July 1, 1981		-0-

SUMMARY OF FEDERAL PROJECTS July 1, 1980 - June 30, 1981

FEDERAL GRANTS

A)	E.S.E.A.		INCOME	EXPENDITURES	BALANCE
	1. Title I, PL89-313 This money was awarded to provide physical therapy for physically handicapped youth.		2,672.50 3,400.00	4,744.27	1,328.23
	2. Title I, PL89-10 This grant provides for tutorial and remedial helpfor the fiscally disadvantaged in several of our sch	p t-	39,095.00	35,952.02	3,142.98
	This money was used to he with the purchase of sever microcomputers to be used academic remedication of the second sum is for the dating the audio-visual edment in our system. Two microcomputers were purchased	lp for pupils up- quip- ore	17,659.00		11,041.50
	Title VI, 94-142 This grant provides for elementary counseling and special needs staffing at secondary level. \$77,400 the appropriation. Final has not yet reached Westfo	the was check	-6,955.75 65,790.00	68,856.20	
B)	PL-874	(bal)	33,308.57		
	This is money reimbursed the system for federally employed families with chin our school system.		44,411.28	44,411.28	33,308.57
	PL-94-482	(bal)	-0-		
	This grant funded three projects this year: 1. Business Update (Word 1) 2. Infusing Vocational Skins. 3. Efficient Cooking	12,377.07	256.93		
TOT	AL CARRIED FORWARD 7/1/81	\$	221,157.60	\$183,101.34	\$49,078.31

EXPENDITURES OF THE SCHOOL COMMITTEE

ITEM	DESCRIPTION	1979-80	1980-81	Exp. To 12/31/81			
1100	School Committee	20510	17471	12226			
1200	Sup't. Office	177230	188213	80421			
2100	Supervision	88195	94360	35937			
2200	School Admin.	357089	376084	167579			
2300	Teaching	3542573	3672963	1360641			
2400	Textbooks	52260	41709	23760			
2500	Library	67835	47938	23028			
2600	A-V Program	48328	53976	15026			
2700	Guidance	166634	165662	55337			
2800	Psych. Services	62840	55322	25143			
3200	Health	32998	33559	13786			
3300	Pupil Transport.	324349	475493	142747			
3400	Food Services	38934	* 101523	4917			
3500	Student Activ.	102512	106260	50636			
4100	Oper. of Plant	613724	650833	240844			
4200	Maint. of Plant	164153	224416	159113			
5200	Insurance	1941	2769	2767			
6200	Civil Services	2737	3798	861			
6900	Priv. School Transp.	5770	270	-0-			
7000	Capital	72642	64458	4478			
9100	Tuition	197009	228844	78994			
	TOTALS PL874	6129263 58857	6555921 <u>76442</u>	2498241 <u>44411</u>			
* Incl	NET udes transfer to make up	6070406 cafeteria	6479479 shortage \$65870.	2453830			
STATE REIMBURSEMENTS							
Chap 7		1722614	1713084	861306			
Chap / Chap 7	1A Pupil Transp. 1B Spec. Transp.	84995 30471	100748 29569	_			
Chap 7		2081	3388	17413			
		1840161	1846789	878719			

Report of the Sealer of Weights and Measures Inspection Report

Liquid Measuring Meters	63
Scales exceeding 10 lbs., less than 100 lbs	33
Scales 10 lbs. or less	22
Scales 100 lbs. to 1000 lbs	2
Scales over 10,000 lbs	3
Weights (Avoirdupois)	28
Sealing fees collected\$	440.80

Respectfully submitted, Huntington Wells Sealer of Weights and Measures

REPORT OF THE BOARD OF SELECTMEN

Overview

The year 1981 was a year of trial for the people of Westford and for their Board of Selectmen. On top of the second phase of the controversy over revaluation, we had to face the first uncertain year of budgeting under Proposition 2½, a devastating onslaught of gypsy moth caterpillars in early summer and finally the IT drama from August to November. With four special town meetings and numerous warrant articles brought by petition, we have tested the limits of the democratic and participatory structure of town government. That these various emotional issues were resolved, to the satisfaction of most, bears witness to the resilience of our local government and to the fundamental good sense of the people of Westford.

The Board

At the annual town election in May, 1981, Thomas E. Borden and Ronald Johnson were elected to three year terms. At the organizational meeting, on May 7, Richard Emmet was re-elected Chairman, John Flavell was elected Vice-Chairman and Ronald Johnson was elected Secretary.

Tributes

The Board wishes to record, with sorrow and appreciation, the untimely death in October of our Executive Secretary, Wallace MacQuarrie. Wally served the Town and the Board of Selectmen as Executive Secretary during five eventful and stressful years, years that placed extraordinary demands on the Selectmen's office and especially on the person who was there day in and day out, acting as the Board's link with residents, town officials and the outside world. Then, there was the added dimension of

having, so to speak, five different "bosses" each with his or her own particular personality and interests. Wally responded to the demands of this difficult position with all of the devotion, energy and skill that he possessed. In good times and bad, notwithstanding fatigue and pain, he set an example for many in his dedication to getting the job done right, no matter how long it took. He had a good sense of when to be firm and when to be flexible; when to be patient and when to act decisively; when to laugh and when to get angry. Yet he was absolutely consistent on three key values; hard work; integrity; and devotion to the best interests and good name of the Town of Westford.

The Board also notes with sadness the death of John L. Connell, an outstanding member of the Westford Police Department for many years.

The Board also wishes to express the Town's appreciation to John F. Gagnon and Uldege Ricard for their many years of dedicated service on the Board of Assessors.

In conclusion, the Board wants to thank the many people, elected, appointed and just concerned citizens, who have served the Town in so many ways this year, most often with little public recognition. Without your help the Town could not offer the services that it provides or resolve the many complex problems that confront us.

Building Department

A new team, under the leadership of Building Commisioner, Nicholas Basinas, took office amidst some controversy in July. The other new members include Assistant Building Inspectors Joseph A. Guthrie and William C. MacMillan, Plumbing Inspector Kenneth Kleynen and Assistant Plumbing Inspector Arthur F. Smith. Chester C. Cook, Jr., Dennis P. Kane and Ruth Marchand have continued to serve in their respective positions. At the request of

the Department and of the Board of Selectmen, and with approval by the Annual Town Meeting this May, a bill will be filed by Senator Shea to exempt the Building Department from the provisions of Civil Service.

Cable Television

The Advisory Committee, under Chairman Gary Sullivan, worked actively throughout the year in finding and investigating a proposed licensee. On recommendation of the Committee, the Board, on January 12, 1982, voted unanimously to approve a provisional license for Nashoba Communications, Inc.

Energy

On January, 1981, the board voted to install automatic thermostats in the Town Hall. Subsequently, an energy audit of the school buildings, Town Hall and Police and Fire Station was carried out by Jay M. Silverston and Associates, Inc. and then reviewed by town officials in December. The Silverston firm was subsequently hired to prepare bid specifications to carry out the work recommended for the Town Hall and Police and Fire Station. The funds have been appropriated by Town Meeting and the work will be done in 1982. The Board also appointed, at the suggestion of the Town's Energy Coordinator, an Energy Resources Commission consisting of six interested residents.

Environmental Issues

In April, the Board met with the Board of Health, a DEQE representative and two representatives of the engineering firm retained by the Town to study the effects of septage dumping at the town-owned Silk parcel. On the basis of the findings from test wells in the area, DEQE made its final cease and desist order against further dumping.

In May, the Annual Town Meeting approved the appointment of a Solid Waste Advisory Committee to study the advisability of signing a contract with UOP/NESWC for the future disposition of Westford's trash at a regional facility which will burn the trash and generate electricity. The Committee made a favorable recommendation in November and the Board in December voted to sign the contract. The facility is expected to be operational in 1985. Meanwhile the Committee will continue to function and to address questions related to the transition from our current landfill operation.

In late June, a special town meeting approved the appointment of a Gypsy Moth Advisory Committee to consider recommendations for controlling this pest which defoliated much of the town and caused great annoyance to residents. On the recommendation of this committee, the adjourned session of the Annual Town Meeting, held in September, appropriated \$15,000 to be used for gypsy moth control in 1982 under the direction of the Advisory Committee and the Moth Superintendent.

In June, in response to citizen concerns about the possible contamination of the Forge Village Road well-field by the landfill, a study committee was appointed. At a special town meeting in October, on recommendation of the study committee, funds were appropriated to pay for the installation of monitoring wells to determine the existence and scope of any threat to the wellfields. Subsequently, a contract was authorized with the firm of Goldberg and Zoino to conduct the study and the monitoring wells were installed.

In August, the Board received a letter from the H.E. Fletcher Co. giving notice that their land was under consideration by I.T. Corporation of California as a possible site for a hazardous waste facility under the state siting

law. While the Board at first tried to approach the issue cautiously and objectively, a tidal wave of emotional opposition swept through the town; and the Board, in late September, voted unaminously to oppose the proposal and began negotiations with the H. E. Fletcher Company for a withdrawal of the proposed site from further consideration. On October 15, the date of a special town meeting with record-breaking attendance, agreement was reached with the Fletcher Company for withdrawal of the site from consideration as a hazardous waste facility in return for withdrawal of a proposed rezoning article and for a commitment by the Town in the event of any future zoning change adverse to the company, to buy the land affected at an appraised valuation. A final bilateral thirty year agreement was authorized by a special town meeting in November and duly executed.

As a sequel to the I.T. controversy, the Board appointed a Hazardous Materials Advisory Committee to work with the town's Hazardous Waste Coordinator to address current and future threats to the public and private water supplies of the Town arising from illegal disposition of hazardous material.

A final step in the environmental area was taken in December with the appointment of a study committee to consider an Aquifer Protection By-Law. A report from this committee will be forthcoming.

Federal Block Grant Program

In the course of the year, the Graniteville housing rehabilitation program was completed under the direction of its advisory committee and a similar Forge Village program, directed by a committee chaired by Mary Smith, swung into action. Under both these programs, federal funds, received under competitive grant programs, have been used

for the improvement of numerous older homes that met the eligibility standards. The funds have totaled over \$600,000.

Finances

Proposition 2½, the delays of completing revaluation and the uncertainties of the amount of state aid have made budgeting extremely difficult. Much credit is due to the Finance Committee, chaired by Howard Kelly, for their calm and effective leadership in responding to these uncertainties, in keeping town appropriations at a prudent level and in securing town meeting approval for maintaining essential services. Budgeting for Fiscal 1983 presents even greater challenges and continuing uncertainties.

Highways

Following a series of fatal accidents on Cold Spring Road, the Board, responding to resident concerns, approved a number of safety improvements, including additional lighting, traffic signs, painted lines, reduced speed limits and improved visibility. These changes were carried out with the full cooperation of the Highway and Police Departments.

On July 28, the Board voted to accept the proposal of Hastings-Murphy Associates for the preparation of a traffic improvement program at the Route 110-Boston Road-Carlisle Road intersection. The program, when completed, will be submitted to the State D.P.W. for approval and, hopefully, eventual funding.

Insurance

The Alternate Insurance Study Committee recommended against changing from the current Blue-Cross - Blue Shield coverage for town employees.

Revaluation

On January 6, the Board met with the Westford Committee for Fair Taxation with regard to their complaints

about the initial revaluation carried out by Systems Technology Associates (STA). On January 20, the Board appointed five persons to a Citizens Advisory Committee to advise the Board on classification and other issues related to re-evaluation. In February, a new citizen group, Westford Citizens for 100% Evaluation, petitioned for a special town meeting. This group objected strenous. ly to the delay in implementing revaluation until Fiscal 1982. The special town meeting was held on March 17, and subsequently a Revaluation Monitoring Committee, representing the Finance Committee and the two citizen groups was appointed. Contemporaneously, the contract dispute between the Town and STA was resolved and a new contract was signed for the completion of revaluation. During the balance of the year, STA carried out a substantial revision of its original residential and open space valuation, responding to many of the objections raised by the Committee for Fair Taxation and by the Department of Revenue. At year's end, STA's work in these areas had been completed and had received preliminary certification by the Department of Revenue. Work on commercial and industrial properties remained.

Town Lands

Pursuant to authorization by the Annual Town Meeting, the Board sold approximately 45 acres of town land to Nashoba Hill Corporation, with restrictions on its future use. Nashoba was the only bidder and paid a minimum reserve price of \$50,000.

The Annual Town Meeting also approved the acceptance of a gift from C. G. Sargent's Sons Corporation of the Mill Pond and related areas in Graniteville.

Selectmen's Office

Subsequent to the death of Wally MacQuarrie and the resignation of our clerk-typist, the Board has actively

engaged in the search for their replacements. Meanwhile we were fortunate to secure the services of Patricia Lawrence, from Littleton, who kept the office functioning during a difficult period. The job description and qualificiations for Executive Secretary were re-defined, over forty applications were received and six candidates were interviewed by the Board. On February 2, 1982, Paul Alphen was appointed as Executive Secretary and on February 23, Barbara Mongan was appointed as clerk-typist.

SHARE, INCORPORATED Post Office Box 1433 Lowell, MA 01853

Memo To: Town of Westford

Copy To: Andrew Simoglou, Avis Hooper

Douglas R. Murray, Executive Director From:

Date: January 7, 1982.

Subject: Program and Fiscal Report for Calendar Year 1981

Financial Summary

SHARE, INCORPORATED's total income, January 1 - December 31, 1980, is \$634,873. During this twelve month period, SHARE, INCORPORATED actually expended \$45,754 in services to the residents of Westford. That is, 7.2% (\$45,754 divided by \$634,873) of SHARE, INCORPORATED income went to Westford. Westford contributed \$9,701, which is 1.5% of SHARE, INCORPORATED income. For each dollar Westford contributed, Westford citizens received \$4.72 in services.

Current Service Components

Central Administrative Offices 660 Middlesex Street Lowell, MA 01851 459-2306

SHARE, INCORPORATED is a human service agency providing mental health services to residents of the Greater Lowell Area. The agency objectives are to promote mental health and to treat and rehabilitate individuals who are experiencing mental health or substance abuse problems.

The fiscal and administrative management of SHARE, INCORPORATED is coordinated through the Central Administrative Offices, which are open Monday through Friday from 8:30 A.M. to 5:00 P.M.

Anabasis House 21 Branch Street Lowell, MA 01851 459-2761

Anabasis House is a residential, therapeutic community for men and women, eighteen years of age or older, who have been substance abusers and who have related emotional and/or legal problems. The residents of Anabasis House live in a highly structured environment, in which the staff provide individual and group therapy as well as educational services and vocational rehabilitation counseling.

SHARE, INCORPORATED

Program and Fiscal Report for Calendar Year 1981 (continued)

Centre Counseling Service 660 Middlesex Street Lowell, MA 01851 459-2306

One Chelmsford Street Chelmsford, MA 01824 256-3314

During 1981, SHARE, INCORPORATED was granted a contract by the Department of Mental Health entitled Community Child and Family Service. This contract has allowed Centre Counseling Service to more than double the number of therapists and extend treatment services to children as young as four years old.

Intake and Evaluation

SHARE, INCORPORATED considers itself as a catalyst in either providing direct services to clients or in helping individuals to obtain the appropriate services. SHARE, INCORPORATED is concerned with the initial contact a client has with the agency, and is aware of how important first contacts may be to the client's future success. The Intake Service is designed to facilitate placement of all incoming clients. A person with an immediate crisis can be seen quickly to determine his/her treatment needs. The client is then referred to an appropriate treatment, either to one of SHARE INCORPORATED's mental health services or to another community agency.

Counseling and Therapy

The Centre Counseling Service provides therapy to children, families, and adults. Referrals come from a variety of sources: schools, the courts, mental health clinics, hospitals and families. Many cases involve substance abuse, althought services are not limited to those individuals. Centre Counseling offers individual, group and family therapy, as well as consultation to school departments and other agencies.

Testing and Evaluation

Centre Counseling Service provides psychological testing and psychiatric evaluations for present clients and those referred by other agencies.

Centre Counseling Service is open from 9:00 A.M. to 5:00 P.M., Monday through Friday. Evening appointments are available for those who are working or attending school. For an appointment or additional information, call the Intake Coordinator at 459-2306.

Service Utilization and Estimated Costs

A breakdown of client numbers and the services they utilize is attached. Cost figures are estimates because they encompass parts of two fiscal years.

Program and Fiscal Report for Calendar Year 1981 (continued)

I trust that this information will be of value to you in assessing SHARE, INCORPORATED's contribution of needed services to citizens of your community. I will be happy to answer any questions you might have regarding this report or any of SHARE, INCORPORATED's programs.

Douglas R. Murray Executive Director

DRM:JLD Encs.

SHARE, INCORPORATED

Estimated Costs to Provide Services to the TOWN OF WESTFORD January through December 1981

Centre Counseling Services (41 clients)

28 Intake Evaluations @ \$119.38 per client \$ 3,342.64 821 Client Counseling/Therapy weeks @ \$50.84 41,739.64

Community Services @ \$23.60 per hour

Roudenbush Community Center 1.5 hours Human Services 7.5 hours In-school counseling 19.5 hours

672.60

Grand Total

\$ 45,754.88

The above rates include all ancillary and indirect costs, including Central Administration, Business Management, Clinical Supervision and Program Evaluation.

Town Contribution January to December 1981.

\$ 9,701.00

For every dollar contributed to SHARE, INCORPORATED, Westford received \$4.72 in services.

SHARE, INCORPORATED EXPENDITURES
Gross Line Items

	FY 1975	FY 1976	FY 1977	FY 1978	FY 1979	FY 1980	FY1981	FY 1982 Budgeted
PERSONNEL	\$ 517,996	\$ 503,929	\$ 455,519	\$ 487,211	\$ 548,132	\$ 503,853 \$	\$ 420,112	\$ 759,902
CONTRACT SERVICES	54,702	71,456	63,825	60,911	81,620	48,957	17,580	10,598
FACILITIES	57,924	74,973	107,390	66,452	84,732	66,817	62,527	91,096
SUPPLIES/FOOD	42,505	36,163	32,750	37,438	42,807	35,665	26,300	34,800
TELEPHONE	17,764	17,030	19,995	19,095	21,576	15,770	11,693	14,400
TRAVEL	11,103	9,462	10,949	9,052	11,929	8,609	5,281	6,626
EQUIPMENT RENTAL	5,587	5,336	5,371	2,691	1,723	1,050	1,619	11,700
EQUIPMENT PURCHASE	7,970	881	5,228	2,190	15,615	I	i	I
DEPRECIATION EXPENSE	1	ı	ı	i	i	9,785	8,713	8,700
OTHER (Interest, Training, Advertising)	968'8	9,293	5,456	4,774	17,751	41,001	22,671	22,606
TOTALS	\$724,447	\$728,523	\$712,897	\$689,814	\$825,885	\$731,507	\$576,496	\$960,428
		Δ)	SHARE, INCORPORATED	DRATTED INCOME				
FEDERAL	\$429,983	\$432,833	\$139,842	\$ 51,193	ı	ı	ı	i
JATE	169,850	158,301	511,932	562,661	652,140	571,822	447,038	597,564
IOCAL,	143,680	146,950	64,629	64,629	64,629	64,629	64,629	33,438
OTHER (Fees, Insurance, Etc)	19,608	11,420	6,294	28,268	50,407	43,937	77,690	329,426
TOTALS	\$762,121	\$749,504	\$722,697	\$706,751	\$767,176	\$680,388	\$589,357	\$960,428

SOLID WASTE ADVISORY COMMITTEE REPORT

In compliance with the action taken on Article 11 of the Warrant for the Annual Town Meeting of May 9 and May 11, 1981, the Board of Selectmen appointed the Solid Waste Advisory Committee. This was a reorganization of the extisting Sanitary Landfill Relocation Study Committee.

The charge of the Solid Waste Advisory Committee was to study and evaluate a waste management proposal that had been presented by the Northeast Solid Waste Committee (NESWC) at that town meeting and to return a recommendation on that proposal and/or alternatives to the Selectmen by November 1, 1981.

The committee met regularly throughout the summer and early autumn and completed the following tasks:

- Surveyed most of the area communities to determine how they handle their waste problems
- Acquainted themselves with the various waste management technologies that are available
- Monitored NESWC meetings
- Did a comparative cost analysis
- Designed a matrix (detailed in the complete report; available at Town Hall and the library) to help in the final evaluation

In addition, the committee heard presentations by Universal Oil Products (UOP), which is the firm doing the waste processing for NESWC, and by Refuse Fuels, Inc. (RFI), a private waste disposal company.

RECOMMENDATIONS:

Our committee, in a 6-1 vote, recommended that, subject to Town Counsel approval of the contract, the Selectmen sign with UOP. A public hearing was held on December 7 and by unanimous vote of the Selectmen, the contract with UOP was signed on December 8, 1981. We believe this action provides the best and most cost effective answer to Westford's trash disposal problem.

We also recommended that the Solid Waste Advisory Committee be ongoing to advise and assist the Selectmen by:

- Monitoring the progress of the UOP project
- Coordinating with other town committees and departments to provide for an orderly transition to a transfer station setup
- Evaluating any changes in the status of the present landfill
- Meeting regularly to report, discuss, and find solutions to problems and questions that are inevitable

The 74 million dollar UOP project, to be located in No. Andover, is scheduled for completion in July, 1985.

Respectfully submitted.

Kathy Cadigan, Chairman
Bill White, Vice Chairman
Pat Murphy, Secretary
Janis Ackerman
Dennis Jewett
Ronald Johnson
Thomas Paul
Ed Szylvian
Claire Thompson

COLLECTOR'S REPORT	1-80 - 6-30-81
TAX C	7-

	BAL.	38,44	258.50	17196.02	52.68	230.00	1.80	((20.90)	23919.91	1917.33	85.04	18657.78	(117.41)	44.39	25609.74	382.36	1197.87	1558.82	1156.23	324.92	160.82	27701.86	547.63	453.00	143.58	.))
	TAX TITLE															**				•			2158.97			
	REFUND																					L.	15.39			
TAX COLLECTOR'S REPORT 7-1-80 - 6-30-81	ABATTEMENTS	29765.38	1487.75			2018.50		929.70					320.69					1	249.83			11.00	85 15			
TAX COLLE	COLLECTIONS							53.50	53.35			101.76	148.34		381.70		((;	119.39	1696.11			2361.78	2385.90			
	COMM.	30674.28	1746.25	17196.02	52.68	2248.50	1.80	962.30	23973.26	1917.33	85.04	18759.54	351.62	44.39	25991.44	382.36	1197.87	16/8.21	3102.17	324.92	160.82	30074.64	1063.57	453.00	143.58	
		1966-70 1971 ASB	Per. Prop.	Excise 1972 FA	ASB	P.P.	1973 FA	P.P.	Exc.	ASB		1974 Exc.		1975 FA	Exc.	W.L.	ASB		19/6 P.P. FA	W.L.	ASB		19// K.E. P.P.	FA	W.L. ASB	

TAX COLLECTOR'S REPORT con'd. 7-1-80 6-30-81

	BAL.	30175.55	3248.88	1738.99	1931.87	33486.93	94118.62	1645.94	39037.96	250.26	305.91	51250.09	1917.18	125032.34	296.00	515001.15	76901.70	4120.10	722.04	311.71	
	TAX TITLE	,	4061.32				3345.87							12182.54							
	REFUND	2.75		22.98		90.76	125.82		1038.48			12613.75	15.39	1150.57		34637.82	1253.81	7848.18		489.98	
100000000000000000000000000000000000000	ABATTEMENTS	250.45		374.09		188.51		273.88	1074.02			25733.55	215.46		30.00	108374.81	10093.46	13523.37		2584.04	
	COLLECTIONS	2511.47	13229.72		38.99					40.33		257995.57	4542.53	139511.73		6318223.19	192495.16	374368.09	5962.37	4393.45	
	COMM.		539.	6129.44	1970.86	42963.67	130984.72	6097.19	60232.22	290.59	305.91	322365.46	6659.78	275576.04	326.00	6906961.33	278236.51	384163.38	6684.41	SB 6799.22	
			1978 R.E.	P.P.	ASB	Exc.	1979 R.E.	р. Р.	Exc.	ASB	FA	1980 Exc.	P.P.	R.E.	Boat	1981 R.E.	Exc.	P.P.	ASB	Un ASB	

1131272.65

21748.70

59305.68

197583.64

7393427.33

8684726.64

Treasurer's Report

7-1-80 to 6-30-81

6-30-81 Balance on Hand Total Receipts

429434.23 23319623.83

23 749058.06

23 749058.06

23082785.52 666272.54

Total Payments Balance on Hand

PRINCEPAL AND INTEREST ON LOANS

7-1-80 to 6-30-81

D at e	L o an	Princip al	Principal and Int. thru. 6-30-81	Principal and Int. Paid 6-30-81	B al ance 6-30-81
4/15/70	Francis Hill Standpipe	23 6000.00	161000.00	15000.00	60000.00
9/1/56	Pur Water Dept.	281000.00	241000.00 100986.00	10000.00	30000.00
1/30/77	Pur Howard Rd. Property	144800.00	94800.00	25000.00 1968.75	25000.00
12/18/80	Water Main Loan	7555.00			75.5.5.00
Sub.	. Total Water	669355.00	496800.00	50000.30	122555.00
5/1/72	Westford Academy	4 ~20000.00	2480000.00 13 794 68.00	310000.00	1830000.00
	Robinson	11 75000.00	720000.00	60000.00	395000.00
		5 79 5000.00	3200000.00	3 70000.00	2225000.00

20000.00	90000.00	5625.00	115625.00	
620.00	35000.00	5625.00	40 625.00	
	 - - - - -	344.26	344.26	
20000.00	125000.00	11250.00	156250.00	
Oak Road	Edw ards Beach	Maple Road	Sub. Total Misc.	
2-8-81	6-25-80	4-14-80	Sub.	

Paula Brule Treasuere/Collector

460625.00

TOTAL PRINCIPAL AND INTEREST PAID 7-1-81

TURST FUND 7-1-80 - 6-30-81

Princip al	Int. as of 6-30-80	Int Rec. 7-1-6-30	Withdraw	D e p .	B al ance 7-1-80
8 5280.00	0 6663.78	129 75.81	14000.00	2 650.00	93569.59
5000.00	0 1606.04	706.91	400 000 000 mm mm mm		7312.95
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500.00	0 78.36	68.67	31.67		615.36
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24 59 7.40	3861.34	2902.93	1 745.20		29616.47
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1 7190.08	8 3281.19	1596.77	2604.92	230.70	19693.82
25700.9	2	354.57			26055.52
7667.45	5 2026.98	4 70 . 70		[9 9 9 9 9	10165.13
2 500.00	0 3110.24	328.51			5938.15
10000.00	0 14061.94	1411.30	1 1 1 1 1		25473.24
188 798.99	39370.10	22093.58	18880.79	2880.70	2342 62.58

TOWN AIDE REPORT

The Town Aide acts as a liaison and an agent assisting and coordinating the delivery of social services to the elderly and the lowincome residents of the town of Westford, as well as provides information and referral assistance and administers all programs and services
of Community Teamwork, Inc. and the Merrimack Valley Elder Services
Home Care Corporation. Community Teamwork, Inc. is the local CAP
agency for Westford, and the Elder Services Home Care Corporation has
been designated as the Area Agency on Aging for the Merrimack Valley
which is known as Region VIII and Westford is one of the 23 cities and
towns encompassed. The annual impact of this department for Fiscal
Year 1980-1981 in estimated dollar value to the town is:

Community Teamwork, Inc. Programs	Numbers served	Est. Dollar Value
Headstart	20	\$43,000.00
Neighborhood Youth Corps	35	42,361.20
Vocational Assessment	3	8,862.00
Foster Grandparents (13)	7598 hours	25,453.30
Senior Companions (3)	1828 hours	3,656.00
Ret. Sen. Volunteers (7)	3095 hours	10,136.75
Summer Feeding Program	9377 meals	10,924.50
Section 8 Housing	4 families	15,240.00
Energy Assistance	284 families	134,627.71
Total Community Teamwork, Inc. p.	rogram value	\$297,261.46

Elder Services of Merrimack Valley Home Care Corporation:

Health Programs (192)	951 visits	6,561.00
Protective Services (2)	5 visits	159.00
Legal aid services (64)	143 units	1,158.00
Deaf Senior Citizens (2)	17 visits	37.00
Nutrition Program (71)	7,813 meals	15,900.00
Senior Aide (1)	2,104 visits	3,959.00
Telephone Reassurance (9)	636 units	0
Income Tax assistance (4)	4 visits	130.00
Homecare services (38)	5,928 visits	45,895.00
Information and Referral calls	1585	0
Total Elder Services of M.V.H.C.		73,799.00

Total number of clients served in all programs 2,636 and an estimated dollar value to the town of \$371,060.46 for FY 1981-1982.

Respectfully submitted,

Lie lina In Cracker

Helena M. Crocker

Town Aide

A Guide to

Town Meeting In Westford

TOWN MEETING IN WESTFORD

Open Town Meeting In open Town Meetings, the registered voters discuss and decide the course of government. Annual sessions are held the Saturday after the first Tuesday in May. Subsequent special Meetings are held as may be necessary throughout the year. Registered voters may speak and vote; non-registered citizens are welcome as observers.

Publicized hearings are held by the Finance Committee and other boards to offer voters an opportunity to prepare for Town Meeting discussion.

The Warrant

The warrant for Annual Town Meeting contains two parts; 1) Election Day information and 2) Articles, including the budget, to be considered at the business session. Annual Town Meeting warrants are prepared by the Selectmen and Finance Committee and mailed to the voters with the Finance Committee's recommendations in advance of the meeting. Notice of a Special Town Meeting is given by a copy of the warrant being posted at the Town Hall and at each Post Office in Westford at least 7 days before the Meeting.

Articles are taken up in the order in which they appear in the warrant. However, in special cases an article may be taken up out of order if a majority vote is obtained.

Quorum

No quorum is needed for Annual Town Meeting.

A quorum of two per cent of the registered voters is required for the transaction of business at a Special Town Meeting. However, a number less than a quorum may adjourn any such meeting.

Permission To Speak

Any voter wishing to speak may rise, say, "Mr. Moderator," and wait for recognition. Then, standing at a microphone, he should give his name. He may continue as long as he speaks directly to the question under discussion and maintains acceptable conduct.

Amendments

Not more than two amendments to any motion may be pending at any one time. According to Westford by-laws, "a motion and amendments to a motion shall be voted on in inverse order; provided that when two amounts of money have been presented for appropriation by motion and amendment thereto, the largest amount shall be voted upon first. All amendments shall be presented in writing if requested by the Moderator."

Action On The Motions

All articles appearing in the warrant must be acted upon before the Meeting can adjourn. Usually articles are enacted or rejected with or without amendments, after debate.

With(aw Or Dismiss A Motion

It is possible that an article's sponsor may move to "withdraw the motion." This motion requires a majority vote and is usually made because new or additional information is obtained after the preparation of the warrant indicating that action upon the motion could be unwise or illegal.

Lay It On The Table

If, after an article has been moved, seconded and debate begun, someone has sufficient reason to postpone the final vote, he may move to "lay it on the table." A simple majority vote places it "on the table; as well as taking it back to the floor for final action.

Limits On Debate

There are no prescribed limits to debate except common sense. The Moderator may at his discretion ask a speaker to terminate his remarks if he is straying from the subject or talking at unnecessary length.

Previous Question

Debate may also be terminated by two-thirds of those voting. A voter rises, is recognized and says, "Mr. Moderator, I move the previous question." If this motion is seconded and voted by a two-thirds majority, the article under discussion is immediately put to a vote.

Voting

Most articles are decided by a majority vote unless a larger vote is required by statute or by-law. Voting may be by voice or show of hands and the outcome determined by the Moderator. His decision may be challenged by 7 voters; tellers then make an official count.

Two-thirds votes are required for amendments to zoning by-laws, taking of land by eminent domain and bond issues. These votes are counted by tellers unless they are unanimous.

Secret balloting takes place occasionally, if requested by any twenty voters attending the Meeting. (Westford bylaw, Art.1, s.9).

Reconsideration

An article may be taken up again after it has been accepted or defeated if a majority of the voters assent to a motion for reconsideration. The Town's by-laws permit an article to be reconsidered at an adjourned session only if there is an affirmative vote of two-thirds of the assembled voters. In both cases, the motion for reconsideration must be made by a person who voted on the prevailing side of the original vote.

Who May Address by The is Meeting fl

At any Town Meeting held for the transaction of Town business, no person whose name is not on the list of voters is permitted to address the meeting or is admitted to the floor of the Hall unless invited by a two-thirds vote of the meeting assembled.

Resolutions The Meeting may wish to give direction to a board without bindind effect or indicate the desire of the Town in a matter not subject to direct action by the Town Meeting. It may also wish to express thanks or offer other courtesies. Such expressions may be made in the form of resolutions.

Parliamentary Question

A voter can interrupt the speaker with a "parliamentary question" to obtain information from the Moderator or parliamentary rule, or what procedures are permissable. No vote is taken. The question must be relevant to pending business.

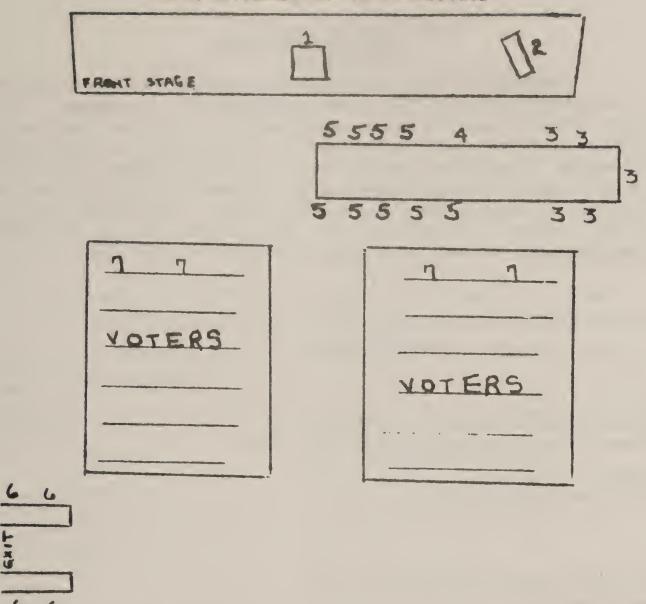
Point Of Order

A voter knowing the rules can raise a 'point of order' indicating he feels something is wrong. He asks this of the Moderator to obtain a decision on a matter of parliamentary rule, e.g. whether an amendment is germane to the motion, or whether a motion is in order. The Moderator may 1) make the decision himself with no debate, or 2) put the question as a motion which may be debatable.

Adjournment

When all business in the warrant has been completed, the Moderator says, "A motion for adjournment is now in order," followed by the motion, the second and the vote.

TOWN OFFICIALS AT TOWN MEETING



- 1. The MODERATOR, elected for a 3 year term, presides at the Meeting. The proceedings are governed by the rules of practice contained in Robert's Rules of Order (1951 Ed.) except as modified by law or by the By-laws.
- 2. The TOWN CLERK, elected for a 3 year term, keeps the official record of all proceedings at the Meeting and notifies those affected by its actions.
- 3. The SELECTMEN, elected for overlapping 3 year terms, prepare the warrant and have the responsibility of carrying out the decision of the Town Meeting.
- 4. The TOWN COUNSEL, appointed by the Selectmen, is present to advise on legal matters.
- 5. The FINANCE COMMITTEE, appointed by the Moderator for overlapping 3 year terms, makes recommendations to the Meeting after consideration of any or all municipal matters.
- 6. The TELLERS, appointed and paid by the Registrars sign in voters and count votes.
- 7. Other committees or boards may occupy front tables if they are involved in actively sponsoring a major article or program.

VETERANS' SERVICES

Veterans' Services according to the laws of the Commonwealth of Massachusetts is to the veterans and their dependents. Its basic concept creating fiscal assistance to veterans and their dependents had its roots in legislation established in 1861 according to Chapter 115 of the General Laws of the Commonwealth. The law has been recordified, strengthened and amended following each war in order to include each and every veteran. Therefore, every veteran has a right to be served with dignity and courtesy whenever he finds himself in need. This report covers FY 1980-1981.

We had sixteen direct cases and the expenditures were:

Ordinary Benefits
Medical aid

\$25,704.27 2,941.89

28,646.16

Annual Federal awards: \$7,588.96

Reimbursements on assignments: \$111.86

Salary \$2,396.00

Office expense: \$1155.00

Veterans' Services Director John Flavell

Respectfully submitted,

Helena M. Cocker

Helena M. Crocker

Veterans' Agent

TOWN OF WESTFORD

WARRANT

COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

To the Constable of the Town of Westford, in said County,

GREETINGS:

You are required, in the name of the Commonwealth aforesaid, to notify and warn all the inhabitants of said Town qualified to vote in elections, and also in Town affairs, to meet at their several polling places, viz:

PRECINT	1	Abbot Middle School
PRECINT	2	Norman E. Day School
PRECINT	3	New Nabnasset School
PRECINT	4	Robinson School
		TUESDAY, MAY 4, 1982

being the first Tuesday in said month, at 7:30 o'clock in the forenoon for the following purposes:

To bring in their votes for the following officers:

FOR FIVE YEARS

One member of the Planning Board
One member of the Housing Authority

One Cemetery Commissioner

FOR THREE YEARS

One Selectman
One Assessor
Three members of the School Committee
One member of the Board of Health
One Water Commissioner
Two Trustees of the J. V. Fletcher Library

FOR TWO YEARS

One Selectman (to fill vacancy)

FOR ONE YEAR

One Selectman (to fill vacancy)

The polls will be open from 7:30 o'clock A.M. to 8:00 o'clock P.M., and to meet in ABBOT MIDDLE SCHOOL at Westford Center on the following

SATURDAY, MAY 8, 1982

at 10:00 o'clock in the forenoon, then and there to act upon the following Articles, viz:

ARTICLE 1. To hear the reports of the Town officers and Committees; or act in relation thereto.

ARTICLE 2. To fix the salary and compensation of all elected officers of the Town.

ARTICLE 3. To see if the Town will vote to amend all or any part of the Consolidated Classification Plan, Compensation Plan and Personnel By-Laws of the Town; or act in relation thereto.

ARTICLE 4. To provide for a Reserve Fund, to determine what sums of money the Town will raise and appropriate, including appropriation from any available funds, to defray all departmental and incidental charges, expenses and outlays of the Town, including debt and interest for the ensuing fiscal year, and for paying unpaid bills of previous years.

ARTICLE 5. To see if the Town will vote to authorize the Town Treasurer, with the approval of the Selectmen, to borrow money from time to time in anticipation of the revenue of the financial year beginning July 1, 1982, in accordance with the provisions of General Laws. Chapter 44, Section 4, and to issue a note or notes therefor, payable within one year, and to renew any note or notes as may be given for a period of less than one year in accordance with General Laws Chapter 44, Section 17; or in relation thereto.

ARTICLE 6. To see if the Town will vote to raise and appropriate a sum of money to be deposited in and become a part of the Stabilization Fund created under the authority of Section 5B of Chapter 40 of the General Laws, or act in relation thereto.

ARTICLE 7. To see if the Town will vote to raise and appropriate the sum of Sixty Thousand One Hundred Seventy (\$60,170.00) Dollars, or some other sum, for the construction and/or improvement of Groton Road, as requested by the Selectmen; and for the purpose aforesaid, to appropriate said sum from the proceeds available or to be available from the Commonwealth under Chapter 480 of the Acts of 1979; or act in relation thereto.

ARTICLE 8 To see if the Town will vote to raise and appropriate the sum of Forty Thousand Nine Hundred Ninety-Three (\$40,993.00) Dollars, or some other sum, for the construction and/or improvement of Groton Road, as requested by the Selectmen; and for the purpose aforesaid, to appropriate said sum from the proceeds available or to be available from the Commonwealth under Chapter 329 of the Acts of 1980; or act in relation thereto.

ARTICLE 9. To see if the Town will vote to raise and appropriate the sum of Twenty-Two Thousand Six Hundred Seventy-Two (\$22,672.00) Dollars, or some other sum, for the construction and/or improvement of Groton Road, as requested by the Selectmen; and for the purpose aforesaid, to appropriate said sum from the proceeds available or to be available from the Commonwealth under Chapter 570 of the Acts of 1980; or act in relation thereto.

ARTICLE 10. To see if the Town will vote to instruct the Selectmen to request State Senator Philip L. Shea and/or State Representative Walter Bickford to file a Bill for the Town of Westford for consideration by the 1982 Session

of the Massachusetts Legislature. The Bill would exempt the positions of Building Commissioner, Assistant Building Commissioner, Clerk, Plumbing, Wire and Gas Inspector and their respective assistants in the Building Department of the Town of Westford from the provisions of Chapter thirtyone of the General Laws.

ARTICLE 11. To see if the Town will vote to raise and appropriate, or transfer from any available funds, a sum of money for constructing a water storage tank on Sparks Hill and for installing an altitude valve at the Town Farm standpipe; or act in relation thereto.

ARTICLE 12. To see if the Town will vote to raise and appropriate, or transfer from any available funds, a sum of money for laying of approximately forty-six hundred (4600) feet of water mains in and along Hildreth Street and an access road to the proposed storage tank on Sparks Hill; or act in relation thereto.

ARTICLE 13. To see if the Town will vote to raise and appropriate the sum of Forty Thousand (\$40,000.00) Dollars, or some other sum, for the installation of lighting facilities at the Westford Academy football/soccer field in order to provide for night activities for the School and the community; or act in relation thereto.

ARTICLE 14. (On Petition) To see if the Town will vote to direct the Westford Selectmen to petition the Massachusetts State Legislature to pass a home rule petition giving the residents of Westford the right to recall elected officials in accordance with the stipulations and restrictions filed by the petitioners with the Westford Board of Selectmen. Upon favorable action of this article by the 1982 Westford annual town meeting, the Selectmen shall petition Westford's State Representative and Senator to introduce said home rule petition as soon as possible for consideration by the Massachusetts State Legislature.

ARTICLE 15. To see if the Town will vote to increase the number of members of the Board of Health to five (5)

by adding two (2) members to said Board, said increase to take effect at the next Annual Town Meeting held for the election of town officers in conformity with the applicable provisions of the General Laws; or act in relation thereto.

ARTICLE 16. To see if the Town will vote to adopt an aquifer protection by-law, or by-laws, pursuant to G.L. (Ter.Ed.), Chapter 40, Section 21; or act in relation thereto.

ARTICLE 17. To see if the Town will vote to amend Article XII the Protective Zoning By-law of the Town of Westford, MA by revising the following sections and subsections to read as follows:

3.3. Table of Use Regulations

District

- a) Retail and Service Commercial RM RA RB B CH IH IA IB

 1. Establishments selling goods - P P P P

 at retail to be consumed primarily by the general public
 (not including the sale of
 products specified in other paragraphs of this section
 and not including selling or otherwise dealing in junk
 or materials from salvage or wrecking operations and not
 involving manufacture on the premises except of products
 the major portion of which are to be sold on the premises
 to the consumer and further provided no more than four
 operators shall be employed in such manufacture.
- b) Acessory Uses

 RM RA RB B CH IH IA IB

 3. Accessory structure such as SPB P P P P P

 a playhouse, greenhouse, tool
 shed, radio or similar tower,
 private swimming pool, or similar accessory structure
- c) 16. Access ways to other districts - P P P P
 - 5.1 Open Space Residential Development
- a) 5.1.2 Definition of Terms MANDATORY HOME ASSOCIATION-Add "In a condiminum type of ownership, the organization of unit owners shall be substituted for the Mandatory Home Association."
- b) Section 5.1.3. Minimum Dimensional Requirements (Open Space Residential Development)

 Minimum Front Yard 50 feet plus ten feet for each building on the lot up to a maximum of 200 feet.

Minimum Side yard: 35 feet plus 5 feet for each building on the lot up to a maximum of 200 ft.

Minimum Rear yard: 50 feet plus 10 feet for each building on the lot up to a maximum of 200 feet.

- c) 5.1.4 Other Design Requirements delete subparagraph (f) Bedrooms...
 - 5.2 Planned Commercial Developments (PCD) and Planned Industrial Developments (PID)
- a) 5.2.1 Permitted Uses delete the second sentence of the first paragraph which reads "Such uses shall be contained in one continuous building or in two or more buildings connected by a mall."
- b) 5.2.4. Procedures for approval 5.2.4.1. Contents of Application amend to add the following subsections:
 - xviii Building size and location, including setback measurements, distance between buildings, and plan view exterior measurements of individual buildings).
 - xix Internal roads, sidewalks and parking areas (width dimensions of paving and indication of number of parking spaces).
 - Total site area in square footage and .cres and area to be set aside as open space : common. land.
 - Percentage of lot coverage (including :he percentage of the lot covered by buildings) and percentage of open space and common land.
 - Representation of all proposed facade elevations (indicate height of building and construction material of exterior facade).
 - xxiii Floor plans including area in square feet of each floor.
 - rxiv Proposed schedule for completing the proposed development, including therein as appropriate, designation of specific sections or buildings proposed to be completed for occupancy prior to overall completion.

1.5 Definitions

a) 1.5.2 General Definitions - delete the following defininition: MALL - a walk way connecting two or more commercial buildings.

ARTICLE 18. (On Petition) To see if the Town will vote to amend its Zoning By-Laws and Zoning By-Law Map as follows:

*The zoning Map and accompanying Ordinance passed and as most recently amended entitled "Zoning By-Laws of the Town

of Westford" is hereby amended by establishing new lines and striking out the combined designation "Residential A" (RA) District and "Commercial Highway" (CH) District, as shown on said zoning map and substituting in place therof new lines and designation to an Exclusive "Commercial Highway" (CH) District, insofar as said zone map relates to the following described premises.

A certain parcel of land, located in Westford, Middlesex County, Massachusetts, being shown as Lot A on a plan of land entitled "Plan of Land in Westford, Mass., surveyed for Alliance Development and Engineering Corp." dated October, 1971, Emmons, Fleming & Bienvenu, Inc. Engineers & Surveyors, Billerica, MA., and recorded at the Middlesex North District Registry of Deeds, at Plan Book 113, Plan 150 being bound and described as follows:

Beginning at the northerly corner of the subject premises on Littleton Road (Route 110) in said Westford at land of Swanton, now or formerly;

thence running Southerly along a wall two hundred fifty-six and 49/100 (256.49) feet;

thence turning and running Northeasterly along the wall two hundred thirty-five and 86/100 (235.86) feet to land now or formerly of C. Polly:

thence turning and running Southerly in part along the wall and land of the said C. Polly and land of Westford Development Corp., now or formerly, nine hundred seventy-seven and 63/100 (977.63) feet;

thence turning and running Westerly in three (3) courses along land of said Westford Development Corp., now or formerly and land now or formerly of J. B. Fletcher Heirs twelve hundred ninety-two and 29/100 (1292.29) feet to a pin in the wall at land now or formerly of H. Lamb;

thence turning and running Northerly along the wall and land of said H. Lamb two hundred nine and 46/100 (209.46) feet;

thence turning and running Northeasterly by Lot B on said plan two hundred thirty-five and 61/100 (235.61) feet; thence turning and running Northwesterly by said B two hundred and 61/100 (200.61) feet to said Littleton Road;

thence turning and running Northeasterly in four (4) courses along said Road a distance of nine hundred sixtynine and 61/100 (969.61) feet to the point of beginning; said parcel containing 23.317 acres more or less, and the said contents and any or all of said measurements more or less and however otherwise said premises may be measured, bounded and described.

ARTICLE 19. To see if the Town will vote to amend its By-Laws by adding thereto the following

"No person shall remove plants or trees from property in the Town of Westford without having in their possession a permit signed by the owner of the property. If the property is owned by the Town, the permit shall be signed by the Selectmen or their designated agent. The permit shall be dated and shall list the number and species of plants of trees for which permission is granted. It shall be exhibited on demand of any responsible person and shall be valid only on date of issue. Penalties for violations shall be \$25.00 for each plant offense and \$50.00 for each tree offense.";

or act in relation thereto.

ARTICLE 20. (On Petition) To see if the Town will vote to increase the Town's share of cost for the present Blue Cross/Blue Shield Master Medical plan from fifty (50) percent to ninety-nine (99) percent for all Town employees.

ARTICLE 21. To see if the Town will vote to accept Section 26C of Chapter 148 of the General Laws, which Section, in substance, requires apartment houses containing six or more dwelling units, hotels, boarding or lodging houses, or family hotels to be equipped with an automatic smoke or heat detector in each dwelling unit and each hallway floor; or act in relation thereto.

and for public ways Tallard Road, Lyberty Way, Blue From Lane and Dutchman Lane, all as laid out by the Selectron as shown by their reports and plans duly filed with the Town Clerk; or act in relation thereto.

ARTICLE 23. To see if the Town will vote to clarify and correct the vote taken under Article 3 of the Warmen the Special Town Meeting held on October 28, 1980 by striking there- from "Section 8H" and inserting in place there? "Section 8I", so that said vote, as amended, will read as follows: "That the Town hereby accepts Section 8I of Chapter 40 of the General Laws, which Section, in substance, provide for the establishment of an Energy Resources Commission" or act in relation thereto.

ARTICLE 24. To see if the Town will vote to accept variou gifts of personal property made to the Town by Roudenbush Community Center Associates, Inc; or act in relation thereto

ARTICLE 25. To see if the Town will vote to appropriate the sum of Ten Thousand (\$10,000.00) Dollars, or some other sum, from the unexpended and unencumbered balance of the amount appropriated under Article 7 of the Warrant for the Special Town Meeting held on October 15, 1981, to defray all costs and expenses incurred or to be incurred in defense of the action of Franklin Prescott against the Town; or act in relation thereto.

ARTICLE 26. To see if the Town will vote to accept clause Seventeenth C of Section 5 of Chapter 59 of the General Laws inserted by Section 1 of Chapter 743 of the Acts of 1981, which clause, in substance, provides for real estate tax abatements to certain surviving spouses and certain minors whose parents are deceased and whose assets do not exceed certain limits; or act in relation thereto.

ARTICLE 27. To see if the Town will vote to authorize the Board of Selectmen to install various street lights; or act in relation thereto.

ARTICLE 28. To see if the Town will vote to appropriate from available funds a certain sum to be deducted by the Assessors under the provisions of Section 23 of Chapter 59 of the General Laws, as most recently amended, from the amount required to be assessed by them; or act in relation thereto.

ARTICLE 29. To see if the Town will vote to authorize the Board of Selectmen to appoint a Fire Protection Needs Study Committee, whose function and duty shall be to reevaluate the current and future fire protection needs of the Town, including but not limited to fire station number and siting, water supplies, equipment needs and distribution, department manning levels and decision criteria to be used in implementing future fire department capability expansion, said Committee to report their recommendations to the Selectmen and the Town prior to the 1983 Annual Meeting; or act in relation thereto.

ARTICLE 30. To see if the Town will vote to authorize the Selectmen, in the name and and behalf of the Town, to release all interest in an easement acquired under an Order of Taking, dated November 23, 1976, recorded with Middlesex North District Registry of Deeds, Book 2222, Page 4 on the understanding and condition that a new, substitute easement be granted to the Town; said easement to be used for the laying of water pipes therein and for ingress to and egress from premises situated southeasterly of Hildreth Street to be used as and for the site of a new standpipe; or act in relation thereto.

ARTICLE 31. To see if the Town will vote to appropriate from available funds a certain sum to be deducted by the Assessors under the provisions of Section 23 of Chapter 59 of the General Laws, as most recently amended, from the amount required to be assessed by them; or act in relation thereto.

And you are directed to serve this Warrant by posting up true and attested copies thereof at the Town Hall and each

Post Office in said Westford, seven days at least before the time of holding said meeting.

HEREOF FAIL NOT, and make return of this Warrant, with your doings thereon, to the Town Clerk, at the time and place of holding the first meeting aforesaid.

Given under our hands this thirteenth day of April, in the year of our Lord, 1982.

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 Selectmen	of	Westford	

REPORT OF THE WATER DEPARTMENT July 1, 1980 - June 30, 1981

39.60 63.40 89.92 29.90 41.15 \$349,763.97	.62.59 .78.03	74.35	344.80
\$263.4	\$110,5	96,7	m
		\$49,271.80 1,991.91 2,812.87 452.00 1,549.00 4,812.09 488.85 7,689.71 8,796.00 2,069.79 8,435.34 3,750.00 3,596.99 1,058.00	\$35,092.12
RECEIPTS: WATER RATES GUARANTEE DEPOSITS - SERVICES GUARANTEE DEPOSITS - EXTENSIONS ADDITIONAL SERVICES and MISCELLANEOUS INTEREST	EXPENDITURES: WAGES and SALARIES PIPE and SUPPLIES MAINTENANCE and OPERATION:	Electricity Telephone Office Supplies and Equipment Dues and Travel Insurance Gas and Oil (Heating) Advertisements and Surveys Repairs to Buildings and Equipment Well Improvements Hot Top and Gravel Trucks, Backhoe and Radio Well Treatment Miscellaneous Maintenance Laboratory Fees	EXTENSIONS (Deposit Accounts): Costs through 6/30/81 Less account balances 7/1/80 1,609.79 Less balance due 6/30/81 Refund

		\$304,
\$ 37,589.92		30,258.75
\$ 2,447.80	\$11,040.00	19,218.75
Account balances 6/30/81		Frances Hill Standpipe and Gravel Packed Well, Forge Village Road

\$ 45,055.53

BALANCE

EXTENSIONS (Guarantee Deposits)

CARL THOMPSON DRIVE EXTENSION (Tidan Corporation)		77 287 713
Expenses: Pipe Supplies Account balance June 30, 1981	\$ 8,796.38 7,378.84 512.42 \$16,687.64	
INDUSTRIAL WAY EXTENSION (Roy Smith) Deposit Expenses: Wages Account balance due June 30, 1981	\$ 564.00	\$ 542.85
RIVER STREET EXTENSION (Contractors Unlimited, Inc.) Account balance July 1, 1980 Account balance June 30, 1981	\$ 1,000.00	ř
FORREST ROAD EXTENSION (Tidan Corporation) Account balance July 1, 1980 Account balance June 30, 1981	\$ 164.14	\$ 164.14
CEDAR PARK EXTENSION #2 (Richard Lewis) Deposit Expenses: Pipe Supplies	\$ 5,241.06 1,649.55 \$ 6,890.61	\$ 6,890.61
VILLANOVA DRIVE EXTENSION (Deca Corporation) Deposit Expenses: Wages Account balance June 30, 1981	\$ 648.64	\$ 700.00

\$10,921.79	\$ 1,847.03	\$ 445.65	\$33,225.00
\$ 7,557.34 3,064.45 300.00	\$ 1,180.78 246.37 419.88 \$ 1,847.03	\$ 167.75 227.90 50.00 \$ 445.65	\$10,704.48 2,545.35 5,950.00 4,671.00 103.32 9,250.85 \$33,225.00
MELISSA DRIVE EXTENSION (Fieldstone Realty Trust) Deposit Expenses: Pipe Supplies Account balance June 30, 1981	FIELDSTONE DRIVE EXTENSION (Fieldstone Realty Trust) Deposit Expenses: Pipe Supplies Account balance June 30, 1981	SPRUCE ROAD EXTENSION (M.J.M. Realty Trust) Account balance July 1, 1980 Expenses: Pipe Supplies Refund EXTENSIONS (Out of Water Surplus)	EAST PRESCOTT STREET EXTENSION Transfer from Water Surplus Expenses: Pipe Supplies Labor Hot Top Miscellaneous Account balance June 30, 1981

\$ 587.08	\$20,296.00	\$23,000.00			\$ 1,074.98		\$ 1,939.00
\$ 587.08	\$20,296.00	\$ 9,285.66	30, 1981 8,779.21 \$23,000.00	FRANCES HILL STANDPIPE (Borrowed Money)	\$ 1,074.98	FORGE VILLAGE ROAD WELL FIELD AND PUMP (Borrowed Money)	\$ 1,939.00
RIVER STREET EXTENSION Account balance July 1, 1980 Account balance June 30, 1981	PERSHING STREET EXTENSION Transfer from Water Surplus Account balance June 30, 1981	OAK HILL ROAD EXTENSION Transfer from Water Surplus Expenses: Pipe Supplies	Hot Top Account balance June 30,		Account balance July 1, 1980 Account balance June 30, 1981	FORGE	Account balance July 1, 1980 Account balance June 30, 1981

Board of Water Commissioners

Respectfully submitted,

Walter W. Gerlach, Chairman Hervey J. Cote Carlton M. Rooks

REPORT OF THE WATER DEPARTMENT SUPERINTENDENT FOR THE YEAR ENDING DECEMBER 31, 1981

NUMBER OF GALLONS PUMPED

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TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 33 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 TALLED 3 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES NEW HYDRANTS	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES	NEW SERVICES
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 3 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 3 TALLED 3 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 3 TALLED 3 480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 3480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe 599	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 3480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 3480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 34 1,080 feet 8 inch pipe 480 feet 8 inch pipe 580	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 34 1,080 feet 8 inch pipe 480 feet 8 inch pipe 580	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 34 1,080 feet 8 inch pipe 480 feet 8 inch pipe 580	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 34 1,080 feet 8 inch pipe 480 feet 8 inch pipe 580	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 34 1,080 feet 8 inch pipe 480 feet 8 inch pipe 580	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 3480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED35	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 3480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED35	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 34 TALLED 34 480 feet 8 inch pipe 480 feet 8 i	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED 35 TALLED 35 TALLED 3480 feet 8 inch pipe 480 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35 Total 396,594,5 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 396,594,5	NEW SERVICES INSTALLED 35 Total 396,594,5	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED 35	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 396,594,5 NEW HYDRANTS INSTALLED	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 396,594,5	NEW SERVICES INSTALLED 35
TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 396,594,5	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 396,594,5	NEW SERVICES INSTALLED 35
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,986,1 Total 396,594,5 Total 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED S1,700,1 Total 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,900,1 396,594,5	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTE INSTALLED NEW HYDRANTE TREATTER	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 31,988,1	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 396,594,5	NEW SERVICES INSTALLED NEW SERVICES INSTALLED NEW HYDRANTE INSTALLED	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 35, 1988, 1	18ER NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 31,988,1
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 796,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTE INSTALLED NEW HYDRANTE TREATTER	NEW SERVICES INSTALLED	NEW SERVICES INSTALLED 31,988,1	18ER	18ER Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	1,988,1	MEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	MEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 36,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	NEW SERVICES INSTALLED	11,988,1 Total 396,594,5 NEW SERVICES INSTALLED 335	(BER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 335	MER Total 396,594,5 Town SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 396,594,5	MEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	MEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	1988,1 Total 396,594,5 NEW SERVICES INSTALLED	1988,1 Total 396,594,5	(BER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 335	(BER
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 796,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	MEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	1988,1 Total 396,594,5 NEW SERVICES INSTALLED	1988,1 Total 396,594,5	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 796,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	MEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	1988,1 Total 396,594,5 NEW SERVICES INSTALLED	1988,1 Total 396,594,5	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 796,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	MEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 396,594,5	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	1988,1 Total 396,594,5 NEW SERVICES INSTALLED	1988,1 Total 396,594,5	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 335	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 396,594,5 Total Services INSTALLED 336,594,5	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 335	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 396,594,5 Total Services INSTALLED 336,594,5	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 335	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 396,594,5 Total Services INSTALLED 336,594,5	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 335	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 396,594,5 Total Services INSTALLED 336,594,5	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 335	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 396,594,5 Total Services INSTALLED 336,594,5	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	1BER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 3 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5 NEW HYDRANTS INSTALLED	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	1BER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 3 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988,1 Total 396,594,5 NEW HYDRANTS INSTALLED	18ER 31,988,1 Total 396,594,5 NEW SERVICES INSTALLED 35 NEW HYDRANTS INSTALLED 3	NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	1,988,1	1,988,1	18ER 31,988,1 1988,1 1988,1 196,594,5 1988,1 196,594,5 1988,1 1988,1 1988,1	NEW SERVICES INSTALLED NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 31,988,1 NEW SERVICES INSTALLED	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	1,988,1	1,988,1	18ER 31,988,1 1988,1 1988,1 196,594,5 1988,1 196,594,5 1988,1 1988,1 1988,1	NEW SERVICES INSTALLED NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 31,988,1 NEW SERVICES INSTALLED	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	1,988,1	1,988,1	18ER 31,988,1 1988,1 1988,1 196,594,5 1988,1 196,594,5 1988,1 1988,1 1988,1	NEW SERVICES INSTALLED NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 31,988,1 NEW SERVICES INSTALLED	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
TALLED TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	1,988,1	1,988,1	18ER 31,988,1 1988,1 1988,1 196,594,5 1988,1 196,594,5 1988,1 1988,1 1988,1	NEW SERVICES INSTALLED NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	18ER Total 396,594,5 NEW SERVICES INSTALLED	18ER Total 31,988,1 NEW SERVICES INSTALLED	18ER	131,988,1 Total 396,594,5 NEW SERVICES INSTALLED
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TALLED TALLED 1,080 feet 8 inch pipe 480 feet 8 inch pipe	131,988, NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	11,988, NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	131,988, NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED 31,988, 10,594,	131,988, NEW SERVICES INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED NEW HYDRANTS INSTALLED	11,988, Total 396,594, NEW SERVICES INSTALLED	11,988, Total 396,594, NEW SERVICES INSTALLED	131,988, Total SERVICES INSTALLED	131,988, Total 396,594, NEW SERVICES INSTALLED
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Harold A. Fletcher Superintendent

Respectfully submitted,

Westford Arts Council

The Westford Arts Council is an appointed body created to cultivate arts at the local level and to administer funds generated by the Massachusetts Arts Lottery Game. In the past year, the Council has conducted a survey to assess local arts interest and has served as a conduit for regional arts activities announcements. We have yet to function as a channeling agency for lottery funds, pending the conclusion of a profitable Arts Lottery cycle. The Westford Arts Council foresees that fiscal dependence on the Massachsuetts Arts Lottery Council will eventually be supplemented by cooperative arts efforts within the local region.

Respectfully Submitted,

Ellen Downey Rainville,
Chairman
Francesca L. Denton
Edith Scannell
George Pomeroy
Avis Hooper
John Allen
Gordon Seavey

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